ICS-400: Advanced ICS Command and General Staff— Complex Incidents

EMI Course Number: G400

September 2005

Purpose	This course provides training on and resources for personnel who require advanced application of the Incident Command System (ICS).
Who Should Attend	The target audience for this course is senior personnel who are expected to perform in a management capacity in an Area Command or Multiagency Coordination Entity. This course expands upon information covered in ICS-100 through ICS-300 courses. These earlier courses are prerequisites for ICS-400.
Course Goals	The course goals are as follows: ▪ Explain how major incidents engender special management challenges. ▪ Describe the circumstances in which an Area Command is established. ▪ Describe the circumstances in which multiagency coordination systems are established.
Training Content	The training is comprised of the following lessons: ▪ Unit 1: Course Overview ▪ Unit 2: Fundamentals Review for Command and General Staff ▪ Unit 3: Major and/or Complex Incident/Event Management ▪ Unit 4: Area Command ▪ Unit 5: Multiagency Coordination ▪ Unit 6: Course Summary

Unit 1: Course Overview

| Topic | Course Welcome |

Unit 1:
Course Overview
    Advanced ICS for Command and
    General Staff and Complex Incidents

Visual Description: Title Slide

Key Points

Welcome to the ICS-400 course. This course builds on the ICS-100 through ICS-300 courses.

| Topic | Course Goals |

ICS-400 Course Goals

- **Explain how major incidents engender special management challenges.**

- **Describe the circumstances in which an Area Command is established.**

- **Describe the circumstances in which multiagency coordination systems are established.**

> **This course is designed for senior personnel who are expected to perform in a management capacity in an Area Command or multiagency coordination system.**

Unit 1:
Course Overview

Visual 1.2

Visual Description: Course Goals

Key Points

By the end of this course, you should be able to:

- Explain how major incidents engender special management challenges.
- Describe the circumstances in which an Area Command is established.
- Describe the circumstances in which multiagency coordination systems are established.

This course is designed for senior personnel who are expected to perform in a management capacity in an Area Command or multiagency coordination system.

This course is designed to provide overall incident management skills rather than tactical expertise. Additional courses are available on developing and implementing incident tactics.

Student Introductions

- **Name, job title, and organization**
- **Overall experience with emergency or incident response**
- **Incident Command System (ICS) qualifications and most recent ICS experience**

Unit 1:
Course Overview

Visual 1.3

Visual Description: Student Introductions

Key Points

Introduce yourself by providing:

- Name, job title, and organization.
- Overall experience with emergency or incident response.
- ISC qualifications and most recent ICS experience.

Topic   **Student Introductions and Expectations**

Expectations

> **What do you expect to gain from this course?**

Visual Description: What do you expect to gain from this course?

Key Points

Jot down some notes below on what you expect to gain from this course.

Topic   **Instructor Introductions and Expectations**

Instructor Expectations

- **Cooperate with the group.**
- **Be open minded to new ideas.**
- **Participate actively in all of the training activities and exercises.**
- **Return to class at the stated time.**
- **Use what you learn in the course to perform effectively within an ICS organization.**

Unit 1:
Course Overview   Visual 1.5

Visual Description: Instructor Expectations

Key Points

During this course, you will be expected to:

- Cooperate with the group.
- Be open minded to new ideas.
- Participate actively in all of the training activities and exercises.
- Return to class at the stated time.
- Use what you learn in the course to perform effectively within an ICS organization.

Topic   **ICS Challenges in Complex Incidents**

ICS Challenges in Complex Incidents

What challenges do you face in managing complex incidents?

Unit 1:
Course Overview

Visual 1.6

Visual Description: ICS Challenges in Complex Incidents

Key Points

Identify challenges associated with managing complex incidents.

Topic   **Course Structure**

Course Structure

Unit 1: Course Overview	**Unit 2:** Fundamentals Review
Unit 3: Major and/or Complex Incident/ Event Management	**Unit 4:** Area Command
Unit 5: Multiagency Coordination	**Unit 6:** Course Summary

Unit 1:
Course Overview

Visual 1.7

Visual Description: Course Structure

Key Points

This course includes the following six lessons:

- Unit 1: Course Overview (current lesson)
- Unit 2: Fundamentals Review for Command and General Staff
- Unit 3: Major and/or Complex Incident/Event Management
- Unit 4: Area Command
- Unit 5: Multiagency Coordination
- Unit 6: Course Summary

Topic   **Course Logistics**

Course Logistics

- **Course agenda**
- **Sign-in sheet**
- **Housekeeping:**
  - **Breaks**
  - **Message and telephone location**
  - **Cell phone policy**
  - **Facilities**
  - **Other concerns**

Unit 1:
Course Overview   Visual 1.8

Visual Description: Course Logistics

Key Points

Your instructor will review the following logistical information:

- Course agenda
- Sign-in sheet
- Housekeeping:
  - Breaks
  - Message and telephone location
  - Cell phone policy
  - Facilities
- Other concerns

Topic   Successful Course Completion

Successful Course Completion

- **Participate in unit activities/exercises.**

- **Achieve 70% or higher on the final exam.**

- **Complete the end-of-course evaluation.**

Unit 1:
Course Overview

Visual 1.9

Visual Description: Successful Course Completion

Key Points

In order to successfully complete this course, you must:

- Participate in unit activities/exercises.
- Achieve 70% or higher on the final exam.
- Complete the end-of-course evaluation.

The next unit presents a review of Command and General Staff fundamentals.

Your Notes

Unit 2: Fundamentals Review for Command and General Staff

Unit 2:
Fundamentals Review for
Command and General Staff

Visual Description: Unit Introduction

Key Points

This unit reviews the ICS features and concepts presented in ICS-100 through ICS-300.

Topic   **Unit Objectives**

Unit Objectives (1 of 2)

- Describe types of agency(ies) policies, guidelines, and agreements that influence management of incident or event activities.
- Describe issues that influence incident complexity and the tools available to analyze complexity.
- Describe the process for transfer of command.
- Describe the primary guidelines and responsibilities of the Command and General Staff positions.
- List the major steps in the planning process.

Unit 2:
Fundamentals Review for Command and General Staff   Visual 2.2

Visual Description: Unit Objectives

Key Points

By the end of this unit, you should be able to:

- Describe types of agency(ies) policies, guidelines, and agreements that influence management of incident or event activities.
- Describe issues that influence incident complexity and the tools available to analyze complexity.
- Describe the process for transfer of command.
- Describe the primary guidelines and responsibilities of the Command and General Staff positions.
- List the major steps in the planning process.

| Topic | Unit Objectives |

Unit Objectives (2 of 2)

- Describe the purposes and responsibilities of agency representatives or technical specialists, reporting relationships, and how they can be effectively used within the incident organization.
- Define the advantages of Unified Command and list the kinds of situations that may call for a Unified Command organization.
- Describe how Unified Command functions on a multijurisdiction or multiagency incident.

Unit 2:
Fundamentals Review for Command and General Staff
Visual 2.3

Visual Description: Unit Objectives

Key Points

By the end of this unit, you should be able to:

- Describe the purposes and responsibilities of agency representatives or technical specialists, reporting relationships, and how they can be effectively used within the incident organization.
- Define the advantages of Unified Command and list the kinds of situations that may call for a Unified Command organization.
- Describe how Unified Command functions on a multijurisdiction or multiagency incident.

Topic   **Review Activity**

Review Activity: Introduction

Your team is part of a group preparing to manage a 4th of July celebration that includes the following:

- **July 3rd - July 5th**: **The Fire Department's annual 3-day carnival will begin each day at 10:00 a.m. and end each evening with a concert and fireworks. In conjunction with the carnival, the 4-H Club is sponsoring a craft fair and livestock show.**

- **July 4th**: **A parade honoring a returning war hero is scheduled to begin at 9:30 a.m., ending in a noon rally. The rally will include speeches from your U.S. Senator, the Governor, and Department of Defense officials. Press reports have indicated that the Senator is about to announce her intent to run for President in the fall primaries.**

The carnival and rally will be held on the County Fairgrounds. The mile-long parade route begins at the County Courthouse. The county is in the middle of a heat wave that is forecasted to continue. Large crowds are projected. National media outlets are beginning to arrive. The FBI has issued a general advisory warning of possible terrorism directed at disrupting holiday celebrations.

Unit 2:   Visual 2.4
Fundamentals Review for Command and General Staff

Visual Description: Introduction to the Review Activity

Key Points

Review the following scenario:

Your team is part of a group preparing to manage a 4th of July celebration that includes the following:

- **July 3rd - July 5th:** The Fire Department's annual 3-day carnival will begin each day at 10:00 a.m. and end each evening with a concert and fireworks. In conjunction with the carnival, the 4-H Club is sponsoring a craft fair and livestock show.

- **July 4th:** A parade honoring a returning war hero is scheduled to begin at 9:30 a.m., ending in a noon rally. The rally will include speeches from your U.S. Senator, the Governor, and Department of Defense officials. Press reports have indicated that the Senator is about to announce her intent to run for President in the fall primaries.

The carnival and rally will be held on the County Fairgrounds. The mile-long parade route begins at the County Courthouse. The county is in the middle of a heat wave that is forecasted to continue. Large crowds are projected. National media outlets are beginning to arrive. The FBI has issued a general advisory warning of possible terrorism directed at disrupting holiday celebrations.

Review Activity: Instructions

1. **You will be assigned to one of six teams. Each team will select a leader.**

2. **Each team will be given an assigned area. During the next 75 minutes, each team will develop a 10- to 15-minute presentation that:**

   ▪ **Is based on the scenario.**

   ▪ **Addresses all assigned questions.**

   ▪ **Uses chart paper to create visual displays and bullet items summarizing key points.**

   ▪ **Allows ALL team members to have a role during the presentation.**

3. **Use the review materials in your Student Manuals to help formulate your presentations!**

Unit 2:   Visual 2.5
Fundamentals Review for Command and General Staff

Visual Description: Review Activity Instructions

Key Points

Instructions:

1. You will be assigned to one of six teams. Each team will select a leader.
2. Each team will be given an assigned area. During the next 75 minutes, each team will develop a **10- to 15-minute presentation** that:
   ▪ Is based on the scenario.
   ▪ Addresses all assigned questions.
   ▪ Uses chart paper to create visual displays and bullet items summarizing key points.
   ▪ Allows **ALL** team members to have a role during the presentation.
3. Use the review materials in your Student Manual to help formulate your presentations!

| Topic | Review Activity |

Group 1: Complexity & Transfer of Command

Working as a team, develop a 10- to 15-minute presentation based on the scenario that covers the following:

- **Based on the incident type complexity levels (1–5), identify the anticipated complexity level type for this event. Present a review of all five complexity types and then state the reasons why the team chose the selected incident type.**

- **What are the three most likely factors/scenarios that might cause the incident type to increase in complexity?**

- **Select one of the above "what-if" scenarios. Now assume that this scenario has occurred and that a transfer of command is needed. What are the five important steps for effectively assuming command of an incident?**

Be ready to present in 75 minutes.

Unit 2:
Fundamentals Review for Command and General Staff   Visual 2.6

Visual Description: Group 1: Complexity & Transfer of Command

Key Points

Group 1 Assignment

Working as a team, develop a 10- to 15-minute presentation based on the scenario that covers the following:

- Based on the incident type complexity levels (1–5), identify the anticipated complexity level type for this event. Present a review of all five complexity types and then state the reasons why the team chose the selected incident type.

- What are the three most likely factors/scenarios that might cause the incident type to increase in complexity?

- Select one of the above "what-if" scenarios. Now assume that this scenario has occurred and that a transfer of command is needed. What are the five important steps for effectively assuming command of an incident?

Group 2: Command Staff

Working as a team, develop a 10- to 15-minute presentation based on the scenario that answers the following questions:

- Assuming a Unified Command structure, what are the primary responsibilities of the Incident Commanders for this event?
- What are the primary responsibilities of the Safety Officer for this event?
- What are the primary responsibilities of the Liaison Officer for this event? What agency representatives may be present? What are the roles of the agency representatives?
- What are the primary responsibilities of the Public Information Officer for this event?

Be ready to present in 75 minutes.

Unit 2:
Fundamentals Review for Command and General Staff

Visual 2.7

Visual Description: Group 2: Command Staff

Key Points

Group 2 Assignment

Working as a team, develop a 10- to 15-minute presentation based on the scenario that answers the following questions:

- Assuming a Unified Command structure, what are the primary responsibilities of the Incident Commanders for this event?

- What are the primary responsibilities of the Safety Officer for this event?

- What are the primary responsibilities of the Liaison Officer for this event? What agency representatives may be present? What are the roles of the agency representatives?

- What are the primary responsibilities of the Public Information Officer for this event?

Group 3: General Staff—Tactical Resources

Working as a team, develop a 10- to 15-minute presentation based on the scenario that answers the following questions:

- **What are the primary responsibilities of the Operations Section Chief for this event?**
- **What tactical resources are likely to be needed to manage this event?**
- **How will span of control be managed? Will Branches, Divisions, and/or Groups be added?**
- **What is a possible organizational structure for the Operations Section? (Draw a chart.)**

Be ready to present in 75 minutes.

Unit 2:
Fundamentals Review for Command and General Staff

Visual 2.8

Visual Description: Group 3: General Staff—Tactical Resources

Key Points

Group 3 Assignment

Working as a team, develop a 10- to 15-minute presentation based on the scenario that answers the following questions:

- What are the primary responsibilities of the Operations Section Chief for this event?

- What tactical resources are likely to be needed to manage this event?

- How will span of control be managed? Will Branches, Divisions, and/or Groups be added?

- What is a possible organizational structure for the Operations Section? (Draw a chart.)

| **Topic** | **Review Activity** |

Group 4: General Staff—Support Resources

Working as a team, develop a 10- to 15-minute presentation based on the scenario that answers the following questions:

- **Planning:** What are the primary responsibilities of the Planning Section Chief for this event? What are the greatest challenges facing the Planning Section? What types of technical specialists may be included in the Planning Section?
- **Logistics:** What are the primary responsibilities of the Logistics Section Chief for this event? What are the greatest challenges facing the Logistics Section?
- **Finance/Admin:** What are the primary responsibilities of the Finance/Administration Section Chief for this event? What are the greatest challenges facing the Finance/Admin Section?

Be ready to present in 75 minutes.

Unit 2:
Fundamentals Review for Command and General Staff

Visual 2.9

Visual Description: Group 4: General Staff—Support Resources

Key Points

Group 4 Assignment

Working as a team, develop a 10- to 15-minute presentation based on the scenario that answers the following questions:

- **Planning:** What are the primary responsibilities of the Planning Section Chief for this event? What are the greatest challenges facing the Planning Section? What types of technical specialists may be included in the Planning Section?

- **Logistics:** What are the primary responsibilities of the Logistics Section Chief for this event? What are the greatest challenges facing the Logistics Section?

- **Finance/Admin:** What are the primary responsibilities of the Finance/Administration Section Chief for this event? What are the greatest challenges facing the Finance/Admin Section?

Group 5: Planning Process

Working as a team, develop a 10- to 15-minute presentation based on the scenario that answers the following questions:

- **Who is responsible for the planning process?**
- **What types of policies, guidelines, or agreements must be considered in managing this event?**
- **What are the initial objectives for the event's first operational period? (Write SMART objectives!)**
- **How long will the first operational period be?**
- **Once the first operational period begins, what are the major steps/meetings conducted?**
- **What ICS forms will be completed? What are the purposes of each form?**

Be ready to present in 75 minutes.

Unit 2:
Fundamentals Review for Command and General Staff   Visual 2.10

Visual Description: Group 5: Planning Process

Key Points

Group 5 Assignment

Working as a team, develop a 10- to 15-minute presentation based on the scenario that answers the following questions:

- Who is responsible for the planning process?

- What types of policies, guidelines, or agreements must be considered in managing this event?

- What are the initial objectives for the event's first operational period? (Write **SMART** objectives!)

- How long will the first operational period be?

- Once the first operational period begins, what are the major steps/meetings conducted?

- What ICS forms will be completed? What are the purposes of each form?

Group 6: Unified Command

Working as a team, develop a 10- to 15-minute presentation based on the scenario that answers the following questions:

- **What are the advantages of using Unified Command for this event?**
- **Which jurisdictions/agencies will be included in the Unified Command structure?**
- **What are the essential elements of Unified Command and how will they be used to manage this event?**
- **What are the top three challenges associated with using Unified Command for this event? What strategies will be used to address these challenges?**

Be ready to present in 75 minutes.

Unit 2:
Fundamentals Review for Command and General Staff   Visual 2.11

Visual Description: Group 6: Unified Command

Key Points

Group 6 Assignment

Working as a team, develop a 10- to 15-minute presentation based on the scenario that answers the following questions:

- What are the advantages of using Unified Command for this event?

- Which jurisdictions/agencies will be included in the Unified Command structure?

- What are the essential elements of Unified Command and how will they be used to manage this event?

- What are the top three challenges associated with using Unified Command for this event? What strategies will be used to address these challenges?

Topic | **Summary**

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Summary (1 of 2)

Are you now able to:

- Describe types of agency(ies) policies, guidelines, and agreements that influence management of incident or event activities?
- Describe issues that influence incident complexity and the tools available to analyze complexity?
- Describe the process for transfer of command?
- Describe the primary guidelines and responsibilities of the Command and General Staff positions?
- List the major steps in the planning process?

Unit 2:
Fundamentals Review for Command and General Staff

Visual 2.12

</div>

Visual Description: Summary

Key Points

Are you now able to:

- Describe types of agency(ies) policies, guidelines, and agreements that influence management of incident or event activities?
- Describe issues that influence incident complexity and the tools available to analyze complexity?
- Describe the process for transfer of command?
- Describe the primary guidelines and responsibilities of the Command and General Staff positions?
- List the major steps in the planning process?

| Topic | Summary |

Summary (2 of 2)

Are you now able to:

- **Describe the purposes and responsibilities of agency representatives or technical specialists, reporting relationships, and how they can be effectively used within the incident organization?**
- **Define the advantages of Unified Command and list the kinds of situations that may call for a Unified Command organization?**
- **Describe how Unified Command functions on a multijurisdiction or multiagency incident?**

Unit 2:
Fundamentals Review for Command and General Staff

Visual 2.13

Visual Description: Summary

Key Points

Are you now able to:

- Describe the purposes and responsibilities of agency representatives or technical specialists, reporting relationships, and how they can be effectively used within the incident organization?
- Define the advantages of Unified Command and list the kinds of situations that may call for a Unified Command organization?
- Describe how Unified Command functions on a multijurisdiction or multiagency incident?

The next unit presents information on alternative strategies for managing complex incidents.

Your Notes

Review Materials

Incident Command System (ICS)

ICS was developed in the 1970s following a series of catastrophic fires in California's urban interface. Property damage ran into the millions, and many people died or were injured. The personnel assigned to determine the causes of these outcomes studied the case histories and discovered that response problems could rarely be attributed to lack of resources or failure of tactics. Surprisingly, studies found that response problems were far more likely to result from inadequate management than from any other single reason.

The Incident Command System:

- Is a standardized management tool for meeting the demands of small or large emergency or nonemergency situations.

- Represents "best practices" and has become the standard for emergency management across the country.

- May be used for planned events, natural disasters, and acts of terrorism.

- Is a key feature of the National Incident Management System (NIMS).

As stated in NIMS, "The ICS is a management system designed to enable effective and efficient domestic incident management by integrating a combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to enable effective and efficient domestic incident management. A basic premise of ICS is that it is widely applicable. It is used to organize both near-term and long-term field-level operations for a broad spectrum of emergencies, from small to complex incidents, both natural and manmade. ICS is used by all levels of government—Federal, State, local, and tribal—as well as by many private-sector and nongovernmental organizations. ICS is also applicable across disciplines. It is normally structured to facilitate activities in five major functional areas: command, operations, planning, logistics, and finance and administration."

ICS Features

The 14 essential ICS features are listed below:

- **Common Terminology:** Using common terminology helps to define organizational functions, incident facilities, resource descriptions, and position titles.

- **Modular Organization:** The Incident Command organizational structure develops in a top-down, modular fashion that is based on the size and complexity of the incident, as well as the specifics of the hazard environment created by the incident.

- **Management by Objectives:** Includes establishing overarching objectives; developing and issuing assignments, plans, procedures, and protocols; establishing specific, measurable objectives for various incident management functional activities; and directing efforts to attain the established objectives.

- **Reliance on an Incident Action Plan:** Incident Action Plans (IAPs) provide a coherent means of communicating the overall incident objectives in the contexts of both operational and support activities.

- **Chain of Command and Unity of Command:** Chain of command refers to the orderly line of authority within the ranks of the incident management organization. Unity of command means that every individual has a designated supervisor to whom he or she reports at the scene of the incident. These principles clarify reporting relationships and eliminate the confusion caused by multiple, conflicting directives. Incident managers at all levels must be able to control the actions of all personnel under their supervision.

- **Unified Command:** In incidents involving multiple jurisdictions, a single jurisdiction with multiagency involvement, or multiple jurisdictions with multiagency involvement, Unified Command allows agencies with different legal, geographic, and functional authorities and responsibilities to work together effectively without affecting individual agency authority, responsibility, or accountability.

- **Manageable Span of Control:** Span of control is key to effective and efficient incident management. **Within ICS, the span of control of any individual with incident management supervisory responsibility should range from three to seven subordinates.**

- **Predesignated Incident Locations and Facilities:** Various types of operational locations and support facilities are established in the vicinity of an incident to accomplish a variety of purposes. Typical predesignated facilities include Incident Command Posts, Bases, Camps, Staging Areas, Mass Casualty Triage Areas, and others as required.

- **Resource Management:** Resource management includes processes for categorizing, ordering, dispatching, tracking, and recovering resources. It also includes processes for reimbursement for resources, as appropriate. Resources are defined as personnel, teams, equipment, supplies, and facilities available or potentially available for assignment or allocation in support of incident management and emergency response activities.

- **Information and Intelligence Management:** The incident management organization must establish a process for gathering, sharing, and managing incident-related information and intelligence.

- **Integrated Communications:** Incident communications are facilitated through the development and use of a common communications plan and interoperable communications processes and architectures.

ICS Features (Continued)

- **Transfer of Command:** The command function must be clearly established from the beginning of an incident. When command is transferred, the process must include a briefing that captures all essential information for continuing safe and effective operations.

- **Accountability:** Effective accountability at all jurisdictional levels and within individual functional areas during incident operations is essential. To that end, the following principles must be adhered to:

  - **Check-In:** All responders, regardless of agency affiliation, must report in to receive an assignment in accordance with the procedures established by the Incident Commander.
  - **Incident Action Plan:** Response operations must be directed and coordinated as outlined in the IAP.
  - **Unity of Command:** Each individual involved in incident operations will be assigned to only one supervisor.
  - **Span of Control:** Supervisors must be able to adequately supervise and control their subordinates, as well as communicate with and manage all resources under their supervision.
  - **Resource Tracking:** Supervisors must record and report resource status changes as they occur.

- **Deployment:** Personnel and equipment should respond only when requested or when dispatched by an appropriate authority.

Incident Complexity

"Incident complexity" is the combination of involved factors that affect the probability of control of an incident. Many factors determine the complexity of an incident, including, but not limited to, area involved, threat to life and property, political sensitivity, organizational complexity, jurisdictional boundaries, values at risk, weather, strategy and tactics, and agency policy.

Incident complexity is considered when making incident management level, staffing, and safety decisions.

Various analysis tools have been developed to assist consideration of important factors involved in incident complexity. Listed below are the factors that may be considered in analyzing incident complexity:

- Impacts to life, property, and the economy
- Community and responder safety
- Potential hazardous materials
- Weather and other environmental influences
- Likelihood of cascading events
- Potential crime scene (including terrorism)
- Political sensitivity, external influences, and media relations
- Area involved, jurisdictional boundaries
- Availability of resources

Incident Types

Incidents may be typed in order to make decisions about resource requirements. Incident types are based on the following five levels of complexity. (Source: U.S. Fire Administration)

Type 5	▪ The incident can be handled with one or two single resources with up to six personnel. ▪ Command and General Staff positions (other than the Incident Commander) are not activated. ▪ No written Incident Action Plan (IAP) is required. ▪ The incident is contained within the first operational period and often within an hour to a few hours after resources arrive on scene. ▪ Examples include a vehicle fire, an injured person, or a police traffic stop.
Type 4	▪ Command staff and general staff functions are activated only if needed. ▪ Several resources are required to mitigate the incident, including a Task Force or Strike Team. ▪ The incident is usually limited to one operational period in the control phase. ▪ The agency administrator may have briefings, and ensure the complexity analysis and delegation of authority are updated. ▪ No written Incident Action Plan (IAP) is required but a documented operational briefing will be completed for all incoming resources. ▪ The role of the agency administrator includes operational plans including objectives and priorities.
Type 3	▪ When capabilities exceed initial attack, the appropriate ICS positions should be added to match the complexity of the incident. ▪ Some or all of the Command and General Staff positions may be activated, as well as Division/Group Supervisor and/or Unit Leader level positions. ▪ A Type 3 Incident Management Team (IMT) or incident command organization manages initial action incidents with a significant number of resources, an extended attack incident until containment/control is achieved, or an expanding incident until transition to a Type 1 or 2 team. ▪ The incident may extend into multiple operational periods. ▪ A written IAP may be required for each operational period.
Type 2	▪ This type of incident extends beyond the capabilities for local control and is expected to go into multiple operational periods. A Type 2 incident may require the response of resources out of area, including regional and/or national resources, to effectively manage the operations, command, and general staffing. ▪ Most or all of the Command and General Staff positions are filled. ▪ A written IAP is required for each operational period. ▪ Many of the functional units are needed and staffed. ▪ Operations personnel normally do not exceed 200 per operational period and total incident personnel do not exceed 500 (guidelines only). ▪ The agency administrator is responsible for the incident complexity analysis, agency administrator briefings, and the written delegation of authority.
Type 1	▪ This type of incident is the most complex, requiring national resources to safely and effectively manage and operate. ▪ All Command and General Staff positions are activated. ▪ Operations personnel often exceed 500 per operational period and total personnel will usually exceed 1,000. ▪ Branches need to be established. ▪ The agency administrator will have briefings, and ensure that the complexity analysis and delegation of authority are updated. ▪ Use of resource advisors at the incident base is recommended. ▪ There is a high impact on the local jurisdiction, requiring additional staff for office administrative and support functions.

Transfer of Command

The process of moving the responsibility for incident command from one Incident Commander to another is called "transfer of command." It should be recognized that transition of command on an expanding incident is to be expected. It does not reflect on the competency of the current Incident Commander.

There are five important steps in effectively assuming command of an incident in progress.

Step 1: The incoming Incident Commander should, if at all possible, personally perform an assessment of the incident situation with the existing Incident Commander.

Step 2: The incoming Incident Commander must be adequately briefed.

This briefing must be by the current Incident Commander, and take place face-to-face if possible. The briefing must cover the following:

- Incident history (what has happened)
- Priorities and objectives
- Current plan
- Resource assignments
- Incident organization
- Resources ordered/needed
- Facilities established
- Status of communications
- Any constraints or limitations
- Incident potential
- Delegation of Authority

The ICS Form 201 is especially designed to assist in incident briefings. It should be used whenever possible because it provides a written record of the incident as of the time prepared. The ICS Form 201 contains:

- A place for a sketch map.
- Summary of current actions.
- Organizational framework.
- Incident objectives.
- Resources summary.

Step 3: After the incident briefing, the incoming Incident Commander should determine an appropriate time for transfer of command.

Step 4: At the appropriate time, notice of a change in incident command should be made to:

- Agency headquarters (through dispatch).
- General Staff members (if designated).
- Command Staff members (if designated).
- All incident personnel.

Step 5: The incoming Incident Commander may give the previous Incident Commander another assignment on the incident. There are several advantages of this:

- The initial Incident Commander retains first-hand knowledge at the incident site.
- This strategy allows the initial Incident Commander to observe the progress of the incident and to gain experience.

Modular Organization

Standardization of the ICS organizational chart and associated terms does not limit the flexibility of the system. (See chart on next page.)

A key principle of ICS is its flexibility. The ICS organization may be expanded easily from a very small size for routine operations to a larger organization capable of handling catastrophic events.

Flexibility does not mean that the ICS feature of common terminology is superseded. Note that flexibility is allowed within the standard ICS organizational structure and position titles.

Position Titles

At each level within the ICS organization, individuals with primary responsibility positions have distinct titles. Titles provide a common standard for all users. For example, if one agency uses the title Branch Chief, another Branch Manager, etc., this lack of consistency can cause confusion at the incident.

The use of distinct titles for ICS positions allows for filling ICS positions with the most qualified individuals rather than by seniority. Standardized position titles are useful when requesting qualified personnel. For example, in deploying personnel, it is important to know if the positions needed are Unit Leaders, clerks, etc.

Listed below are the standard ICS titles:

Organizational Level	Title	Support Position
Incident Command	Incident Commander	Deputy
Command Staff	Officer	Assistant
General Staff (Section)	Chief	Deputy
Branch	Director	Deputy
Division/Group	Supervisor	N/A
Unit	Leader	Manager
Strike Team/Task Force	Leader	Single Resource Boss

ICS Organization
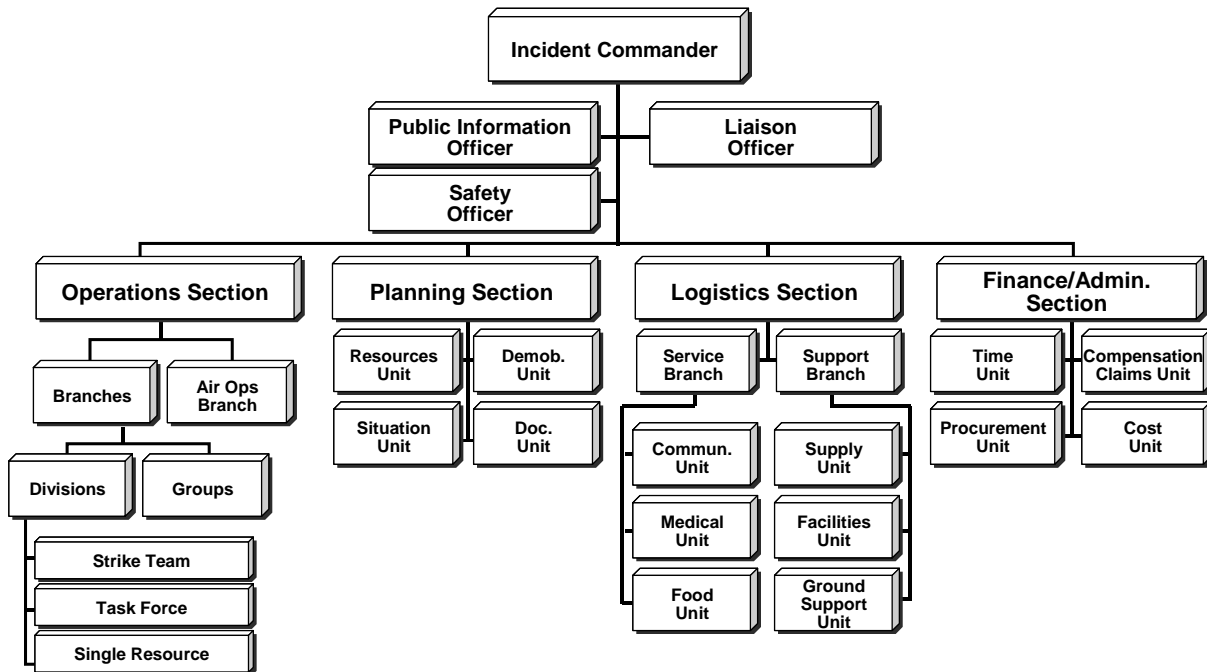
- **Command Staff:** The Command Staff consists of the Public Information Officer, Safety Officer, and Liaison Officer. They report directly to the Incident Commander.

- **Section:** The organization level having functional responsibility for primary segments of incident management (Operations, Planning, Logistics, Finance/Administration). The Section level is organizationally between Branch and Incident Commander.

- **Branch:** That organizational level having functional, geographical, or jurisdictional responsibility for major parts of the incident operations. The Branch level is organizationally between Section and Division/Group in the Operations Section, and between Section and Units in the Logistics Section. Branches are identified by the use of Roman Numerals, by function, or by jurisdictional name.

- **Division:** That organizational level having responsibility for operations within a defined geographic area. The Division level is organizationally between the Strike Team and the Branch.

- **Group:** Groups are established to divide the incident into functional areas of operation. Groups are located between Branches (when activated) and Resources in the Operations Section.

- **Unit:** That organization element having functional responsibility for a specific incident planning, logistics, or finance/administration activity.

- **Task Force:** A group of resources with common communications and a leader that may be pre-established and sent to an incident, or formed at an incident.

- **Strike Team:** Specified combinations of the same kind and type of resources, with common communications and a leader.

- **Single Resource:** An individual piece of equipment and its personnel complement, or an established crew or team of individuals with an identified work supervisor that can be used on an incident.

Overall Organizational Functions

ICS was designed by identifying the primary activities or functions necessary to effectively respond to incidents. Analyses of incident reports and review of military organizations were all used in ICS development. These analyses identified the primary needs of incidents.

As incidents became more complex, difficult, and expensive, the need for an organizational manager became more evident. Thus in ICS, and especially in larger incidents, the Incident Commander manages the organization and not the incident.

In addition to the Command function, other desired functions and activities were:

- To delegate authority and to provide a separate organizational level within the ICS structure with sole responsibility for the tactical direction and control of resources.
- To provide logistical support to the incident organization.
- To provide planning services for both current and future activities.
- To provide cost assessment, time recording, and procurement control necessary to support the incident and the managing of claims.
- To promptly and effectively interact with the media, and provide informational services for the incident, involved agencies, and the public.
- To provide a safe operating environment within all parts of the incident organization.
- To ensure that assisting and cooperating agencies needs are met, and to see that they are used in an effective manner.

Incident Commander

The Incident Commander is technically not a part of either the General or Command staff. The Incident Commander is responsible for overall incident management, including:

- Ensuring clear authority and knowledge of agency policy.
- Ensuring incident safety.
- Establishing an Incident Command Post.
- Obtaining a briefing from the prior Incident Commander and/or assessing the situation.
- Establishing immediate priorities.
- Determining incident objectives and strategy(ies) to be followed.
- Establishing the level of organization needed, and continuously monitoring the operation and effectiveness of that organization.
- Managing planning meetings as required.
- Approving and implementing the Incident Action Plan.
- Coordinating the activities of the Command and General Staff.
- Approving requests for additional resources or for the release of resources.
- Approving the use of students, volunteers, and auxiliary personnel.
- Authorizing the release of information to the news media.
- Ordering demobilization of the incident when appropriate.
- Ensuring incident after-action reports are complete.

Command Staff

Command Staff is assigned to carry out staff functions needed to support the Incident Commander. These functions include interagency liaison, incident safety, and public information.

Command Staff positions are established to assign responsibility for key activities not specifically identified in the General Staff functional elements. These positions may include the Public Information Officer (PIO), Safety Officer (SO), and Liaison Officer (LNO), in addition to various others, as required and assigned by the Incident Commander.

The table on the following page summarizes the responsibilities of the Command Staff.

General Staff

The General Staff represents and is responsible for the functional aspects of the incident command structure. The General Staff typically consists of the Operations, Planning, Logistics, and Finance/Administration Sections.

General guidelines related to General Staff positions include the following:

- Only one person will be designated to lead each General Staff position.
- General Staff positions may be filled by qualified persons from any agency or jurisdiction.
- Members of the General Staff report directly to the Incident Commander. If a General Staff position is not activated, the Incident Commander will have responsibility for that functional activity.
- Deputy positions may be established for each of the General Staff positions. Deputies are individuals fully qualified to fill the primary position. Deputies can be designated from other jurisdictions or agencies, as appropriate. This is a good way to bring about greater interagency coordination.
- General Staff members may exchange information with any person within the organization. Direction takes place through the chain of command. This is an important concept in ICS.
- General Staff positions should not be combined. For example, to establish a "Planning and Logistics Section," it is better to initially create the two separate functions, and if necessary for a short time place one person in charge of both. That way, the transfer of responsibility can be made easier.

Following the first table is a table that summarizes the responsibilities of the General Staff.

Command Staff	Responsibilities
Public Information Officer	The PIO is responsible for interfacing with the public and media and/or with other agencies with incident-related information requirements. The PIO develops accurate and complete information on the incident's cause, size, and current situation; resources committed; and other matters of general interest for both internal and external consumption. The PIO may also perform a key public information-monitoring role. Only one incident PIO should be designated. Assistants may be assigned from other agencies or departments involved. The Incident Commander must approve the release of all incident-related information.
Safety Officer	The SO monitors incident operations and advises the Incident Commander on all matters relating to operational safety, including the health and safety of emergency responder personnel. The ultimate responsibility for the safe conduct of incident management operations rests with the Incident Commander or Unified Command and supervisors at all levels of incident management. The SO is, in turn, responsible to the Incident Commander for the set of systems and procedures necessary to ensure ongoing assessment of hazardous environments, coordination of multiagency safety efforts, and implementation of measures to promote emergency responder safety, as well as the general safety of incident operations. The SO has emergency authority to stop and/or prevent unsafe acts during incident operations. In a Unified Command structure, a single SO should be designated, in spite of the fact that multiple jurisdictions and/or functional agencies may be involved. The SO must also ensure the coordination of safety management functions and issues across jurisdictions, across functional agencies, and with private-sector and nongovernmental organizations.
Liaison Officer	The LNO is the point of contact for representatives of other governmental agencies, nongovernmental organizations, and/or private entities. In either a single or Unified Command structure, representatives from assisting or cooperating agencies and organizations coordinate through the LNO. Agency and/or organizational representatives assigned to an incident must have the authority to speak for their parent agencies and/or organizations on all matters, following appropriate consultations with their agency leadership. Assistants and personnel from other agencies or organizations (public or private) involved in incident management activities may be assigned to the LNO to facilitate coordination.
Assistants	In the context of large or complex incidents, Command Staff members may need one or more assistants to help manage their workloads. Each Command Staff member is responsible for organizing his or her assistants for maximum efficiency.
Additional Command Staff	Additional Command Staff positions may also be necessary depending on the nature and location(s) of the incident, and/or specific requirements established by the Incident Commander. For example, a Legal Counsel may be assigned directly to the Command Staff to advise the Incident Commander on legal matters, such as emergency proclamations, legality of evacuation orders, and legal rights and restrictions pertaining to media access. Similarly, a Medical Advisor may be designated and assigned directly to the Command Staff to provide advice and recommendations to the Incident Commander in the context of incidents involving medical and mental health services, mass casualty, acute care, vector control, epidemiology, and/or mass prophylaxis considerations, particularly in the response to a bioterrorism event.

Source: NIMS

General Staff	Responsibilities
Operations Section Chief	The Operations Section Chief is responsible for managing all tactical operations at an incident. The Incident Action Plan provides the necessary guidance. The need to expand the Operations Section is generally dictated by the number of tactical resources involved and is influenced by span of control considerations. Major responsibilities of the Operations Section Chief are to: ▪ Manage tactical operations. ▪ Assist in the development of the operations portion of the Incident Action Plan. This usually requires filling out the ICS 215 prior to the Planning Meeting. ▪ Supervise the execution of the operations portion of the Incident Action Plan. ▪ Maintain close contact with subordinate positions. ▪ Ensure safe tactical operations. ▪ Request additional resources to support tactical operations. ▪ Approve release of resources from active assignments (not release from the incident). ▪ Make or approve expedient changes to the operations portion of the Incident Action Plan. ▪ Maintain close communication with the Incident Commander.
Planning Section Chief	The Planning Section Chief is responsible for providing planning services for the incident. Under the direction of the Planning Section Chief, the Planning Section collects situation and resources status information, evaluates it, and processes the information for use in developing action plans. Dissemination of information can be in the form of the Incident Action Plan, formal briefings, or through map and status board displays. Major responsibilities of the Planning Section Chief are to: ▪ Collect and manage all incident-relevant operational data. ▪ Provide input to the Incident Commander and Operations Section Chief for use in preparing the Incident Action Plan. ▪ Supervise preparation of the Incident Action Plan. ▪ Conduct and facilitate planning meetings. ▪ Reassign personnel already on site to ICS organizational positions as needed and appropriate. ▪ Establish information requirements and reporting schedules for Planning Section units. ▪ Determine the need for specialized resources to support the incident. ▪ Assemble and disassemble task forces and strike teams not assigned to Operations. ▪ Establish specialized data collection systems as necessary (e.g., weather). ▪ Assemble information on alternative strategies and contingency plans. ▪ Provide periodic predictions on incident potential. ▪ Report any significant changes in incident status. ▪ Compile and display incident status information. ▪ Oversee preparation of the Demobilization Plan. ▪ Incorporate Traffic, Medical, Communications Plans, and other supporting material into the Incident Action Plan.

General Staff	Responsibilities
Logistics Section Chief	The Logistics Section Chief provides all incident support needs with the exception of logistics support to air operations. The Logistics Section is responsible for providing: ▪ Facilities ▪ Transportation ▪ Communications ▪ Supplies ▪ Equipment maintenance and fueling ▪ Food services (for responders) ▪ Medical services (for responders) ▪ All off-incident resources Major responsibilities of the Logistics Section Chief are to: ▪ Manage all incident logistics. ▪ Provide logistical input to the Incident Commander in preparing the Incident Action Plan. ▪ Brief Logistics Branch Directors and Unit Leaders as needed. ▪ Identify anticipated and known incident service and support requirements. ▪ Request additional resources, as needed. ▪ Develop as required, the Communications, Medical, and Traffic Plans. ▪ Oversee demobilization of the Logistics Section.
Finance/ Administration Section Chief	The Finance/Administration Section Chief is responsible for managing all financial aspects of an incident. Not all incidents will require a Finance/Administration Section. Only when the involved agencies have a specific need for finance services will the Section be activated. Major responsibilities of the Finance/Administration Section Chief are to: ▪ Manage all financial aspects of an incident. ▪ Provide financial and cost analysis information as requested. ▪ Ensure compensation and claims functions are being addressed relative to the incident. ▪ Gather pertinent information from briefings with responsible agencies. ▪ Develop an operating plan for the Finance/Administration Section; fill Section supply and support needs. ▪ Determine need to set up and operate an incident commissary. ▪ Meet with assisting and cooperating agency representatives as needed. ▪ Maintain daily contact with agency(s) administrative headquarters on finance matters. ▪ Ensure that all personnel and equipment time records are accurately completed and transmitted to home agencies, according to policy. ▪ Provide financial input for demobilization planning. ▪ Ensure that all obligation documents initiated at the incident are properly prepared and completed. ▪ Brief agency administrative personnel on all incident-related financial issues needing attention or follow up.

Agency Representatives

An Agency Representative is an individual assigned to an incident from an assisting or cooperating agency. The Agency Representative must be given authority to make decisions on matters affecting that agency's participation at the incident.

Agency Representatives report to the Liaison Officer or to the Incident Commander in the absence of a Liaison Officer.

Major responsibilities of the Agency Representative are to:

- Ensure that all of their agency resources have completed check-in at the incident.
- Obtain briefing from the Liaison Officer or Incident Commander.
- Inform their agency personnel on the incident that the Agency Representative position has been filled.
- Attend planning meetings as required.
- Provide input to the planning process on the use of agency resources unless resource technical specialists are assigned from the agency.
- Cooperate fully with the Incident Commander and the Command and General Staff on the agency's involvement at the incident.
- Oversee the well-being and safety of agency personnel assigned to the incident
- Advise the Liaison Officer of any special agency needs, requirements, or agency restrictions.
- Report to agency dispatch or headquarters on a prearranged schedule.
- Ensure that all agency personnel and equipment are properly accounted for and released prior to departure.
- Ensure that all required agency forms, reports, and documents are complete prior to departure.
- Have a debriefing session with the Liaison Officer or Incident Commander prior to departure.

Technical Specialists

Certain incidents or events may require the use of Technical Specialists who have specialized knowledge and expertise. Technical Specialists may function within the Planning Section, or be assigned wherever their services are required.

While each incident dictates the need for Technical Specialists, some examples of the more commonly used specialists are:

- Meteorologists.
- Environmental Impact Specialists.
- Flood Control Specialists.
- Water Use Specialists.
- Fuels and Flammable Specialists.
- Hazardous Substance Specialists.
- Fire Behavior Specialists.
- Structural Engineers.
- Training Specialists.

Information and Intelligence

The analysis and sharing of information and intelligence are important elements of ICS. In this context, intelligence includes not only national security or other types of classified information but also other operational information, such as risk assessments, medical intelligence (i.e., surveillance), weather information, geospatial data, structural designs, toxic contaminant levels, and utilities and public works data, that may come from a variety of different sources.

Traditionally, information and intelligence functions are located in the Planning Section. However, in exceptional situations, the Incident Commander may need to assign the information and intelligence functions to other parts of the ICS organization. In any case, information and intelligence must be appropriately analyzed and shared with personnel, designated by the Incident Commander, who have proper clearance and a "need to know" to ensure that they support decisionmaking.

The information and intelligence function may be organized in one of the following ways:

- **Within the Command Staff:** This option may be most appropriate in incidents with little need for tactical or classified intelligence and in which incident-related intelligence is provided by supporting agency representatives, through real-time reach-back capabilities.

- **As a Unit Within the Planning Section:** This option may be most appropriate in an incident with some need for tactical intelligence and when no law enforcement entity is a member of the Unified Command.

- **As a Branch Within the Operations Section:** This option may be most appropriate in incidents with a high need for tactical intelligence (particularly classified intelligence) and when law enforcement is a member of the Unified Command.

- **As a Separate General Staff Section:** This option may be most appropriate when an incident is heavily influenced by intelligence factors or when there is a need to manage and/or analyze a large volume of classified or highly sensitive intelligence or information. This option is particularly relevant to a terrorism incident, for which intelligence plays a crucial role throughout the incident life cycle.

Regardless of how it is organized, the information and intelligence function is also responsible for developing, conducting, and managing information-related security plans and operations as directed by the Incident Action Plan.

These can include information security and operational security activities, as well as the complex task of ensuring that sensitive information of all types (e.g., classified information, sensitive law enforcement information, proprietary and personal information, or export-controlled information) is handled in a way that not only safeguards the information but also ensures that it gets to those who need access to it so that they can effectively and safely conduct their missions.

The information and intelligence function also has the responsibility for coordinating information- and operational-security matters with public awareness activities that fall under the responsibility of the Public Information Officer, particularly where such public awareness activities may affect information or operations security

Unified Command

The Unified Command organization consists of the Incident Commanders from the various jurisdictions or agencies operating together to form a single command structure.

Overview

Unified Command is an important element in multijurisdictional or multiagency domestic incident management. It provides guidelines to enable agencies with different legal, geographic, and functional responsibilities to coordinate, plan, and interact effectively.

As a team effort, Unified Command overcomes much of the inefficiency and duplication of effort that can occur when agencies from different functional and geographic jurisdictions, or agencies at different levels of government, operate without a common system or organizational framework.

All agencies with jurisdictional authority or functional responsibility for any or all aspects of an incident and those able to provide specific resource support participate in the Unified Command structure and contribute to the process of determining overall incident strategies; selecting objectives; ensuring that joint planning for tactical activities is accomplished in accordance with approved incident objectives; ensuring the integration of tactical operations; and approving, committing, and making optimum use of all assigned resources.

The exact composition of the Unified Command structure will depend on the location(s) of the incident (i.e., which geographical administrative jurisdictions are involved) and the type of incident (i.e., which functional agencies of the involved jurisdiction(s) are required). In the case of some multijurisdictional incidents, the designation of a single Incident Commander may be considered to promote greater unity of effort and efficiency.

Source: NIMS

Authority

Authority and responsibility for an Incident Commander to manage an incident or event comes in the form of a delegation of authority from the agency executive or administrator of the jurisdiction of occurrence or inherent in existing agency policies and procedures. When an incident/event spans multiple jurisdictions this responsibility belongs to the various jurisdictional and agency executive or administrators who set policy and are accountable to their jurisdictions or agencies. They must appropriately delegate to the Unified Commanders the authority to manage the incident. Given this authority, the Unified Commanders will then collectively develop one comprehensive set of incident objectives, and use them to develop strategies.

Advantages of Using Unified Command

The advantages of using unified command include:

- A single set of objectives is developed for the entire incident.
- A collective approach is used to develop strategies to achieve incident objectives.
- Information flow and coordination is improved between all jurisdictions and agencies involved in the incident.
- All agencies with responsibility for the incident have an understanding of joint priorities and restrictions.
- No agency's legal authorities will be compromised or neglected.
- The combined efforts of all agencies are optimized as they perform their respective assignments under a single Incident Action Plan.

Planning Process

It was recognized early in the development of the ICS that the critical factor of adequate planning for incident operations was often overlooked or not given enough emphasis. This resulted in poor use of resources, inappropriate strategies and tactics, safety problems, higher incident costs, and lower effectiveness.

Those involved in the original ICS development felt that there was a need to develop a simple but thorough process for planning that could be utilized for both smaller, short-term incidents and events, and for longer, more complex incident planning. The planning process may begin with the scheduling of a planned event, the identification of a credible threat, or the initial response to an actual or impending event. The process continues with the implementation of the formalized steps and staffing required to develop a written Incident Action Plan (IAP).

The primary phases of the planning process are essentially the same for the Incident Commander who develops the initial plan, for the Incident Commander and Operations Section Chief revising the initial plan for extended operations, and for the incident management team developing a formal IAP, each following a similar process. During the initial stages of incident management, planners must develop a simple plan that can be communicated through concise oral briefings. Frequently, this plan must be developed very quickly and with incomplete situation information. As the incident management effort evolves over time, additional lead time, staff, information systems, and technologies enable more detailed planning and cataloging of events and "lessons learned."

Planning involves:

- Evaluating the situation.
- Developing incident objectives.
- Selecting a strategy.
- Deciding which resources should be used to achieve the objectives in the safest, most efficient and cost-effective manner.
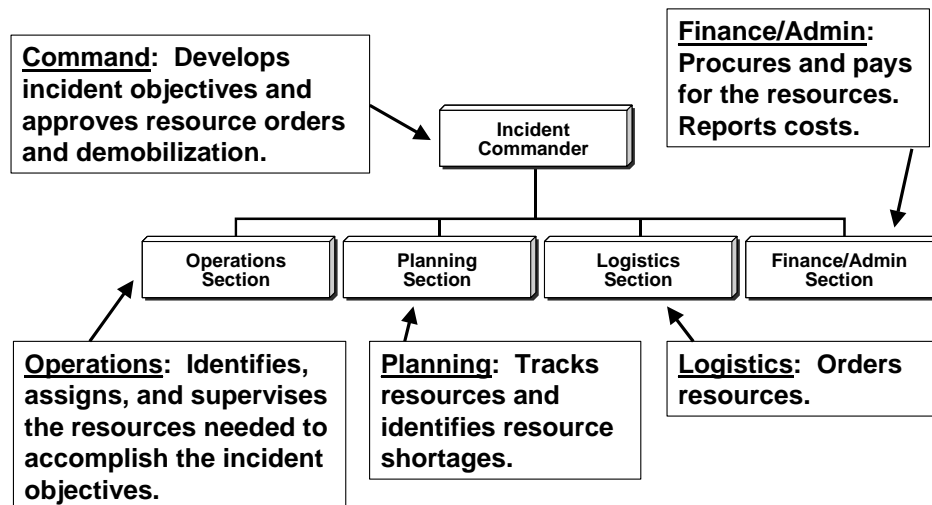
Caption: Organizational chart showing that Command develops the objectives and approves resource orders and demobilization. Operations identifies, assigns, and supervises the resources needed to accomplish the incident objectives. Planning tracks resources and identifies shortages. Logistics orders resources, and Finance/Administration procures and pays for the resources.

Planning Process (Continued)

The Planning "P"

The Planning "P" shows the planning process for one operational period.
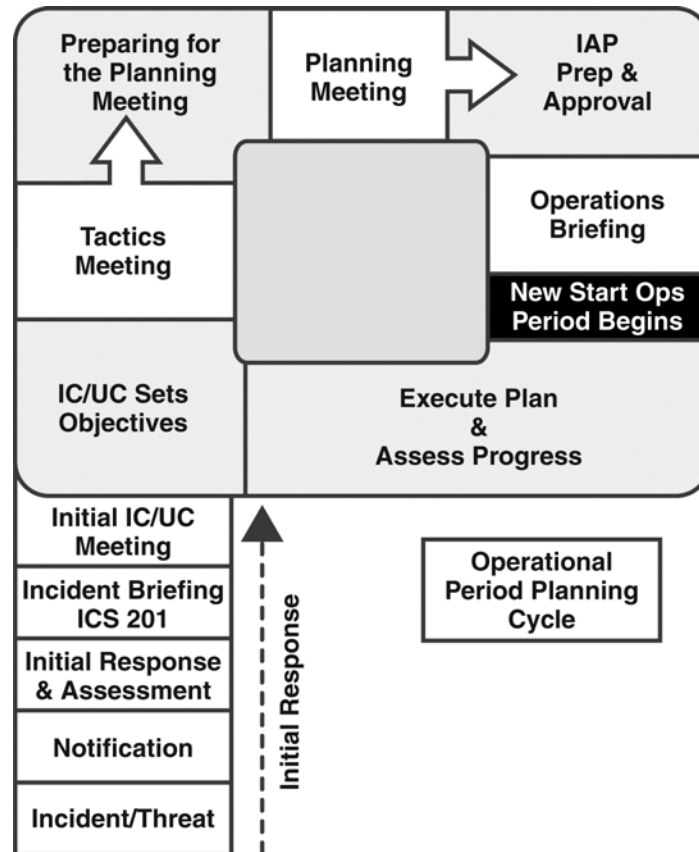
Planning Process (Continued)

Initial Response

Planning begins with a thorough size-up that provides information needed to make initial management decisions.

The ICS 201 provides Command Staff with information about the incident situation and the resources allocated to the incident. This form serves as a permanent record of the initial response to the incident and can be used for transfer of command.

Set Incident Objectives
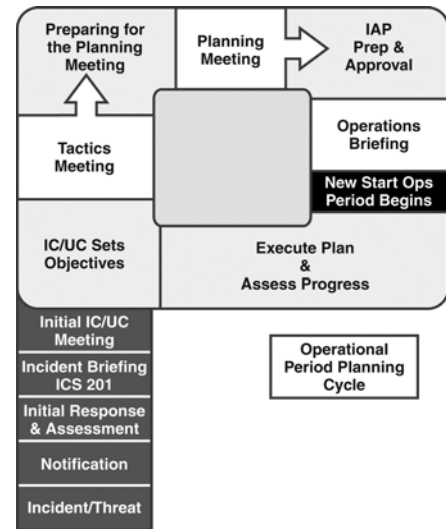
Determining the Incident Objectives and strategy is an essential prerequisite to developing the plan. Incident Objectives should have the following characteristics:

- **S**pecific - Is the wording precise and unambiguous?
- **M**easurable - How will achievements be measured?
- **A**ction-Oriented - Is an action verb used to describe expected accomplishments?
- **R**ealistic - Is the outcome achievable with given available resources?
- **T**ime Sensitive - What is the timeframe? (If applicable.)

The strategy or strategies to achieve the objectives should pass the following criteria test:

- Make good sense (feasible, practical, and suitable).
- Be within acceptable safety norms.
- Be cost effective.
- Be consistent with sound environmental practices.
- Meet political considerations.

It is also essential to consider alternative strategies that may be employed. If possible, an alternative strategy should be considered for each Incident Objective.

On small incidents, the task of developing Incident Objectives and strategies is the sole responsibility of the Incident Commander. The activity associated with these first two steps may take only a few minutes.

On larger incidents, members of the General Staff and others will contribute to this process.

Planning Process (Continued)
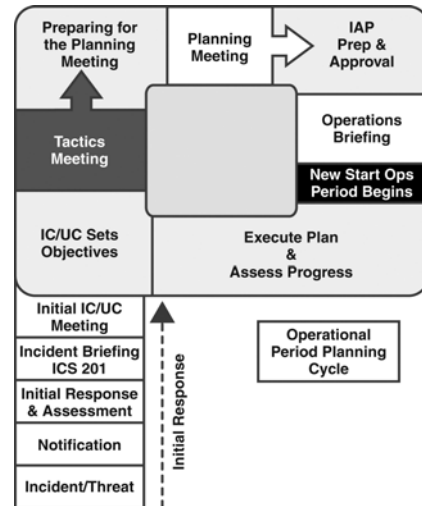
Tactics Meeting

The purpose of the Tactics Meeting is to review the tactics developed by the Operations Section Chief. This includes the following:

- Determine how the selected strategy will be accomplished in order to achieve the incident objectives.
- Assign resources to implement the tactics.
- Identify methods for monitoring tactics and resources to determine if adjustments are required (e.g., different tactics, different resources, or new strategy).

The Operations Section Chief, Safety Officer, Logistics Section Chief, and Resources Unit Leader attend the Tactics Meeting. The Operations Section Chief leads the Tactics Meeting.

The ICS 215, Operational Planning Worksheet, is used to document the Tactics Meeting.

Resource assignments will be made for each of the specific work tasks. Resource assignments will consist of the kind, type, and numbers of resources available and needed to achieve the tactical operations desired for the operational period. If the required tactical resources will not be available, then an adjustment should be made to the tactics and operations being planned for the Operational Period. It is very important that tactical resource availability and other needed support be determined prior to spending a great deal of time working on strategies and tactical operations that realistically cannot be achieved.

Preparing for the Planning Meeting

Following the Tactics Meeting, preparations are made for the Planning Meeting, to include the following actions coordinated by the Planning Section:

- Analyze the ICS 215 developed in the Tactics Meeting.
- Develop an ICS 215A, Incident Safety Analysis (prepared by the Safety Officer), based on the information in the ICS 215.
- Assess current operations effectiveness and resource efficiency.
- Gather information to support incident management decisions.
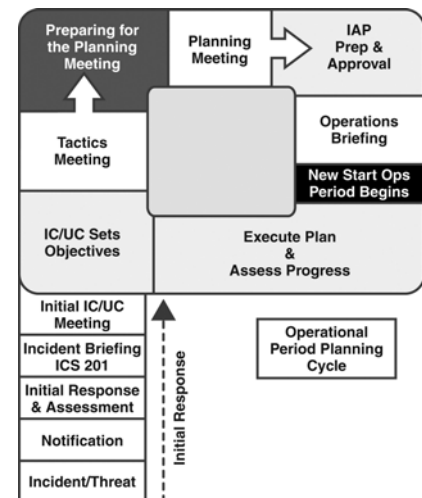
Planning Process (Continued)

Planning Meeting

The Planning Meeting provides the opportunity for the Command and General Staff, as well as other incident management personnel, agency officials, and cooperating/assisting agencies and organizations, to review and validate the operational plan as proposed by the Operations Section Chief. The Planning Section Chief conducts the Planning Meeting following a fixed agenda.

The Operations Section Chief delineates the amount and type of resources he or she will need to accomplish the plan. The Planning Section's "Resources Unit" will have to work with the Logistics Section to accommodate.
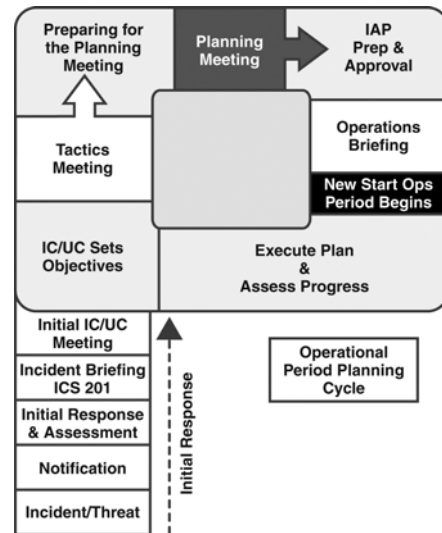
At the conclusion of the meeting, the Planning Section Staff will indicate when all elements of the plan and support documents are required to be submitted so the plan can be collated, duplicated, and made ready for the Operational Period Briefing.

IAP Preparation and Approval

The next step in the Incident Action Planning Process is plan preparation and approval. The written plan is comprised of a series of standard forms and supporting documents that convey the Incident Commander's intent and the Operations Section direction for the accomplishment of the plan for that Operational Period.

For simple incidents of short duration, the Incident Action Plan (IAP) will be developed by the Incident Commander and communicated to subordinates in a verbal briefing. The planning associated with this level of complexity does not demand the formal planning meeting process as highlighted above.

Certain conditions result in the need for the Incident Commander to engage a more formal process. A written IAP should be considered whenever:

- Two or more jurisdictions are involved in the response.
- The incident continues into the next Operational Period.
- A number of ICS organizational elements are activated (typically when General Staff Sections are staffed).
- It is required by agency policy.
- A HazMat incident is involved (required).
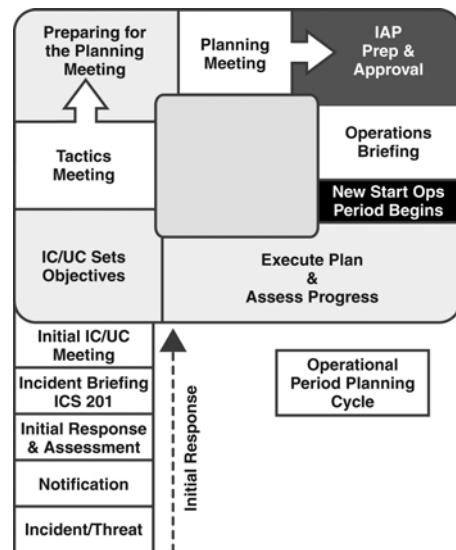
Planning Process (Continued)

Operational Period Briefing

The Operational Period Briefing may be referred to as the Operations Briefing or the Shift Briefing. This briefing is conducted at the beginning of each Operational Period and presents the Incident Action Plan to supervisors of tactical resources.

Following the Operational Period Briefing supervisors will meet with their assigned resources for a detailed briefing on their respective assignments.
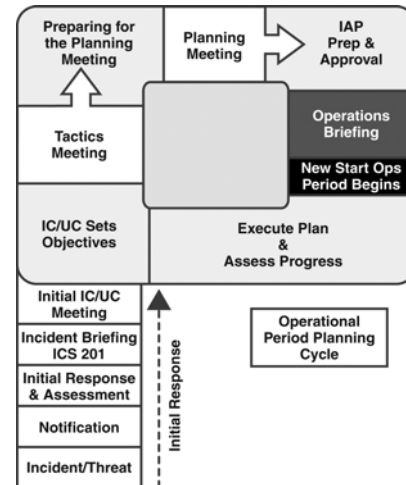
Execute Plan and Assess Progress

The Operations Section directs the implementation of the plan. The supervisory personnel within the Operations Section are responsible for implementation of the plan for the specific Operational Period.

The plan is evaluated at various stages in its development and implementation. The Operations Section Chief may make the appropriate adjustments during the Operational Period to insure that the objectives are met and effectiveness is assured.

ICS Forms

ICS 201 – Incident Briefing Form	The ICS 201 – Incident Briefing Form is most often used by the initial Incident Commander and is a four-sheet document that allows for the capture of vital incident command and control information prior to the implementation of the formal planning process. This form allows for a concise and complete transition of Command briefing to an incoming new Incident Commander. In addition, this form may serve as the full extent of incident command and control documentation if the situation is resolved by the initial response resources and organization. This form is designed to be transferred easily to the members of the Command and General Staff as they arrive and begin work. It is not included as a part of the formal written Incident Action Plan.
ICS 202 – Incident Objectives	The ICS 202 – Incident Objectives serves as the first page of a written IAP. It includes incident information, a listing of the Incident Commander's Objectives for the Operational Period, pertinent weather information, a general safety message, and a table of contents for the plan. Signature Blocks are provided.
ICS 203 – Organizational Assignment List	The ICS 203 – Organizational Assignment List is typically the second page of the IAP and provides a full accounting of incident management and supervisory staff for that Operational Period.
ICS 204 – Division/Group Assignment List	The ICS 204 – Division/Group Assignment List is included in multiples based on the organizational structure of the Operations Section for the Operational Period. Each Division or Group will have its own page. This page will list who is supervising the Division or Group to include Branch Director if assigned. It will also list the specific assigned resources with leader name and number of personnel assigned to each resource. This document then describes in detail the specific actions that that Division or Group will be taking in support of the overall incident objectives. Any special instruction will be included as well as the elements of the communication plan that applies to that Division or Group.
ICS 205 – Incident Communications Plan	The ICS 205 – Incident Communications Plan depicts the entire communications plan for the incident.
ICS 206 – Incident Medical Plan	The ICS 206 – Incident Medical Plan presents the incident's medical plan to care for responder medical emergencies.
ICS 211 – Check-In List	The ICS 211 – Check-In List is used to document the check-in process. Check-in recorders report check-in information to the Resources Unit.
ICS 215 – Operational Planning Worksheet	The ICS 215 – Operational Planning Worksheet communicates to the Resources Unit the resources needed as a result of decisions made during the Tactics and Planning meetings. The Worksheet is used by the Resources Unit to complete the Assignment List (ICS 204) and by the Logistics Section Chief for ordering resources.
ICS 215a – Incident Action Plan Safety Analysis	The ICS 215a – Incident Action Plan Safety Analysis communicates to the Operations and Planning Section Chiefs safety and health issues identified by the Safety Officer. The Worksheet is used by the Resources Unit to complete ICS 204 Forms and Operations briefings.

Demobilization

Demobilization planning helps to:

- Eliminate waste.
- Eliminate potential fiscal and legal impacts.
- Ensure a controlled, safe, efficient, and cost-effective release process.

Demobilization policies and procedures depend on size of incident and may involve:

- Fiscal/legal policies and procedures.
- Work rules.
- Special license requirements.
- Other requirements.

Your Notes

Unit 3: Major and/or Complex Incident/Event Management

Topic	**Unit Introduction**

Unit 3:
Major and/or Complex
Incident/Event Management

Visual Description: Unit Introduction

Key Points

Note the following key points:

- Major or complex incidents and events often create special problems related to incident organization.
- Anticipating potential problems can allow incident managers to generate more options for organizing complex incident management.
- This unit describes alternative organizational models for managing complex incidents.

Topic   **Unit Objectives**

Unit Objectives

- **List the principal factors often found in or related to major and/or complex incidents/ events.**

- **List the four expansion options for incident/ event organization and describe the conditions under which they would be applied.**

- **Demonstrate, through an exercise, how to apply the various options related to major or complex incident management.**

Unit 3:
Major and/or Complex Incident/Event Management   Visual 3.2

Visual Description: Unit Objectives

Key Points

By the end of this unit, you should be able to:

- List the principal factors often found in or related to major and/or complex incidents/ events.
- List the four expansion options for incident/event organization and describe the conditions under which they would be applied.
- Demonstrate, through an exercise, how to apply the various options related to major or complex incident management.

Topic   **Major/Complex Incidents: Overview**

Past Experiences

> **What past experiences have you had with major or complex incident management?**

Unit 3:
Major and/or Complex Incident/Event Management   Visual 3.3

Visual Description: What past experiences have you had with major or complex incident management?

Key Points

Jot down past experiences you have had with major or complex incident management.

Topic　　**Major/Complex Incidents:　Overview**

What Are Major/Complex Incidents?

- Involve more than one agency and/or political jurisdiction.
- Involve complex management and communication issues.
- Require experienced, highly qualified supervisory personnel.
- Require numerous tactical and support resources.
- Involve multiple victims with injuries, fatalities, or illnesses.

- Include widespread damage to property/environment.
- Result in psychological threat/trauma.
- Span multiple operational periods (days, weeks).
- Are costly to control and mitigate.
- Require extensive recovery efforts.
- Draw national media interest.
- Are designated an Incident of National Significance.

Unit 3:
Major and/or Complex Incident/Event Management

Visual 3.4

Visual Description: What Are Major/Complex Incidents?

Key Points

Major incidents are infrequent and represent less than 10 percent of the total incidents that occur each year.　However, these incidents have the most significant management challenges.

The term "major or complex incident" may have different meanings to different agencies depending upon the size of the jurisdiction, number of resources available, and other variables. However, in the context of incident management, major incidents generally:

- Involve more than one agency and/or political jurisdiction.
- Involve complex management and communication issues.
- Require experienced, highly qualified supervisory personnel.
- Require numerous tactical and support resources.
- Involve multiple victims with injuries, fatalities, or illnesses.
- Include widespread damage to property/environment.
- Result in psychological threat/trauma.
- Span multiple operational periods (days, weeks).
- Are costly to control and mitigate.
- Require extensive recovery efforts.
- Draw national media interest.
- Are designated an Incident of National Significance.

| Topic | Major/Complex Incidents: Overview |

Incidents of National Significance

- When State and local resources are overwhelmed and Federal resources are requested (including Stafford Act major disasters or emergencies and other catastrophic incidents).
- Situations when more than one Federal department or agency is involved in:
  - Credible terrorist threats.
  - Potential threats related to high-profile, large-scale planned events.
- Requests for Department of Homeland Security (DHS) assistance from a Federal department or agency responding under its own authorities.
- Presidential direction for DHS to assume responsibility for incident management.

Unit 3:
Major and/or Complex Incident/Event Management

Visual 3.5

Visual Description: Incidents of National Significance

Key Points

The National Response Plan (NRP) bases the definition of Incidents of National Significance on situations related to the below four criteria set forth in Homeland Security Presidential Directive (HSPD)-5.

- The resources of State and local authorities are overwhelmed and Federal assistance has been requested by the appropriate State and local authorities.

  Examples include:

- Major disasters or emergencies as defined under the Stafford Act; and

- Catastrophic incidents. A catastrophic incident is any natural or manmade incident, including terrorism, that results in extraordinary levels of mass casualties, damage, or disruption severely affecting the population, infrastructure, environment, economy, national morale, and/or government functions.

  For Incidents of National Significance that are Presidentially declared disasters or emergencies, Federal support to States is delivered in accordance with relevant provisions of the Stafford Act. Note that while all Presidentially declared disasters and emergencies under the Stafford Act are considered Incidents of National Significance, not all Incidents of National Significance necessarily result in disaster or emergency declarations under the Stafford Act.

(Continued on next page.)

Incidents of National Significance (Continued)

- More than one Federal department or agency has become substantially involved in responding to an incident.

  Examples include:

  - Credible threats, indications, or warnings of imminent terrorist attack, or acts of terrorism directed domestically against the people, property, environment, or political or legal institutions of the United States or its territories or possessions; and

  - Threats or incidents related to high-profile, large-scale events that present high-probability targets such as National Special Security Events (NSSEs) and other special events as determined by the Secretary of Homeland Security, in coordination with other Federal departments and agencies.

- A Federal department or agency acting under its own authority has requested the assistance of the Secretary of Homeland Security.

- The Secretary of Homeland Security has been directed to assume responsibility for managing the domestic incident by the President.
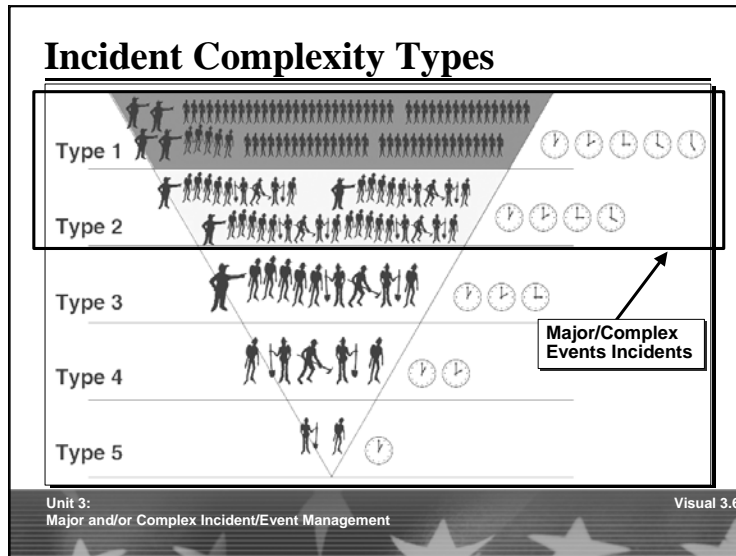
Visual Description: Incident Complexity Types: Overview

Key Points

The illustration on the visual shows that incident typing is based on the number of resources and the time span (number of operational periods).

Another way of defining a "major incident" in terms of incident management is the typing of incidents as described in previous ICS courses. Major incidents will generally fall into the category of a Type 2 or Type 1 incident/event regardless of the size of the jurisdiction.

Refer to the Incident Types descriptions on the next page.

Topic	**Incident Complexity Types**

Type 5	▪ The incident can be handled with one or two single resources with up to six personnel. ▪ Command and General Staff positions (other than the Incident Commander) are not activated. ▪ No written Incident Action Plan (IAP) is required. ▪ The incident is contained within the first operational period and often within an hour to a few hours after resources arrive on scene. ▪ Examples include a vehicle fire, an injured person, or a police traffic stop.
Type 4	▪ Command staff and general staff functions are activated only if needed. ▪ Several resources are required to mitigate the incident, including a Task Force or Strike Team. ▪ The incident is usually limited to one operational period in the control phase. ▪ The agency administrator may have briefings, and ensure the complexity analysis and delegation of authority are updated. ▪ No written IAP is required but a documented operational briefing will be completed for all incoming resources. ▪ The role of the agency administrator includes operational plans including objectives and priorities.
Type 3	▪ When capabilities exceed initial attack, the appropriate ICS positions should be added to match the complexity of the incident. ▪ Some or all of the Command and General Staff positions may be activated, as well as Division/Group Supervisor and/or Unit Leader level positions. ▪ A Type 3 Incident Management Team (IMT) or incident command organization manages initial action incidents with a significant number of resources, an extended attack incident until containment/control is achieved, or an expanding incident until transition to a Type 1 or 2 team. ▪ The incident may extend into multiple operational periods. ▪ A written IAP may be required for each operational period.
Type 2	▪ This type of incident extends beyond the capabilities for local control and is expected to go into multiple operational periods. A Type 2 incident may require the response of resources out of area, including regional and/or national resources, to effectively manage the operations, command, and general staffing. ▪ Most or all of the Command and General Staff positions are filled. ▪ A written IAP is required for each operational period. ▪ Many of the functional units are needed and staffed. ▪ Operations personnel normally do not exceed 200 per operational period and total incident personnel do not exceed 500 (guidelines only). ▪ The agency administrator is responsible for the incident complexity analysis, agency administrator briefings, and the written delegation of authority.
Type 1	▪ This type of incident is the most complex, requiring national resources to safely and effectively manage and operate. ▪ All Command and General Staff positions are activated. ▪ Operations personnel often exceed 500 per operational period and total personnel will usually exceed 1,000. ▪ Branches need to be established. ▪ The agency administrator will have briefings, and ensure that the complexity analysis and delegation of authority are updated. ▪ Use of resource advisors at the incident base is recommended. ▪ There is a high impact on the local jurisdiction, requiring additional staff for office administrative and support functions.

Source: U.S. Fire Administration

Topic   **Incident Complexity Types**

Complex Incidents

Smaller Incidents That Expand

Major Incidents

Unit 3:
Major and/or Complex Incident/Event Management   Visual 3.7

Visual Description: Complex Incidents

Key Points

Incidents can become major in two ways:

- **Start smaller and become major incidents** - Smaller incidents, such as fires, or hazardous or materials spills, can become major as result of wind or surface conditions and also as a result of response time delays, poor initial management, and/or lack of resources or support.

- **Start as major incidents** - Earthquakes, hurricanes, floods, major aviation crashes, tanker spills, major hazardous materials situations, simultaneous civil disorders, terrorism, etc., can all produce major and/or complex incident management situations.

Major incidents:

- Are often thought of as covering a large geographical area. For example, many acres burning, an entire area flooded, or several floors in a building.

- Also can be incidents with great complexity, such as with a weapon of mass destruction incident, requiring the application of a variety of tactics and resources to successfully bring the situation under control.

There is virtually no geographic location that is free from the potential of having a major or complex incident. Smaller jurisdictions can and do have major and complex incidents. Even though the smaller jurisdictions do not have extensive personnel and equipment resources, they can effectively use ICS. To do so requires adequate training and planning with adjacent jurisdictions and agencies to jointly develop the capability to effectively manage major incidents.

Topic   **Complex Organization Characteristics**

Characteristics: Organization (1 of 3)

All Command and General Staff positions are filled.

```
                        ┌──────────────────┐
                        │ Incident Command │
                        └──────────────────┘
        ┌────────────────────┐   ┌──────────────────┐
        │ Public Information  │   │     Liaison      │
        │      Officer        │   │     Officer       │
        └────────────────────┘   └──────────────────┘
        ┌────────────────────┐
        │      Safety         │
        │      Officer        │
        └────────────────────┘
  ┌──────────────┐  ┌──────────────┐  ┌──────────────┐  ┌──────────────┐
  │  Operations  │  │   Planning   │  │   Logistics  │  │ Finance/Admin│
  │   Section    │  │   Section    │  │   Section    │  │   Section    │
  └──────────────┘  └──────────────┘  └──────────────┘  └──────────────┘
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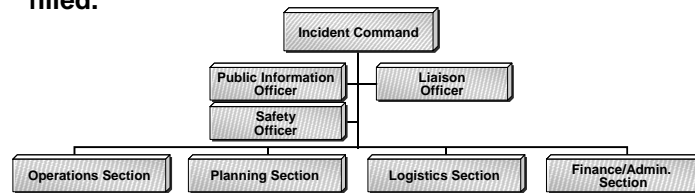
Unit 3:
Major and/or Complex Incident/Event Management   Visual 3.8

Visual Description: Command Staff with Incident Command, Public Information Officer, Safety Officer, Liaison Officer, Operations Section, Planning Section, Logistics Section, and Finance/Administration Section

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Key Points

In a major or complex incident, all Command and General Staff positions are filled.

As illustrated below, remember that:

- The **Command Staff** consists of the Public Information Officer, Safety Officer, and Liaison Officer who report directly to the Incident Commander.

- The **General Staff** includes incident management personnel comprised of the Incident Commander, Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/Administration Section Chief.

```
                        ┌──────────────────┐
                        │ Incident Command │
                        └──────────────────┘
        ┌────────────────────┐   ┌──────────────────┐
        │ Public Information  │   │     Liaison      │
        │      Officer        │   │     Officer       │
        └────────────────────┘   └──────────────────┘
        ┌────────────────────┐
        │      Safety         │
        │      Officer        │
        └────────────────────┘
  ┌──────────────┐  ┌──────────────┐  ┌──────────────┐  ┌──────────────┐
  │  Operations  │  │   Planning   │  │   Logistics  │  │ Finance/Admin│
  │   Section    │  │   Section    │  │   Section    │  │   Section    │
  └──────────────┘  └──────────────┘  └──────────────┘  └──────────────┘
```

Topic **Complex Organization Characteristics**

Characteristics: Organization (2 of 3)

Incident Commander

Public Information Officer

Liaison Officer

Safety Officer

Operations Section Planning Section Logistics Section Finance/Admin. Section

Branches Air Ops Branch

Divisions Groups

Strike Team

Task Force

Single Resource

Divisions and Groups are used to organize tactical resources. Branches may be required to reduce span of control.

Unit 3: Major and/or Complex Incident/Event Management Visual 3.9

Visual Description: ICS organization with Branches, Divisions, and Groups highlighted

Key Points

In a major/complex incident-based span of control, an Operations Section could have up to five Branches. Each Branch could have up to 5 Divisions/Groups. Each Division/Group could have up to five Task Forces or Strike Teams assigned. Finally, each Task Force or Strike Team may have up to five single resources. The actual number of personnel would be determined by the kinds of Task Forces and/or Strike Teams involved.

Note the following definitions:

- **Division.** That organizational level having responsibility for operations within a defined geographic area.

- **Group.** Groups are established to divide the incident into functional areas of operation.

- **Branch.** That organizational level having functional, geographical, or jurisdictional responsibility for major parts of the incident operations.

- **Task Force.** A group of resources with common communications and a leader that may be pre-established and sent to an incident, or formed at an incident.

- **Strike Team.** Specified combinations of the same kind and type of resources, with common communications and a leader.

- **Single Resources.** An individual piece of equipment and its personnel complement, or an established crew or team of individuals with an identified work supervisor, that can be used on an incident.

Topic	Complex Organization Characteristics
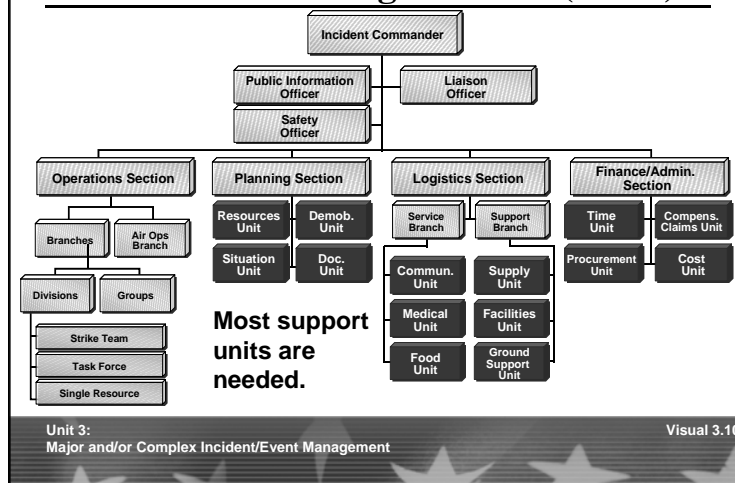
Visual Description: ICS organization with units highlighted

Key Points

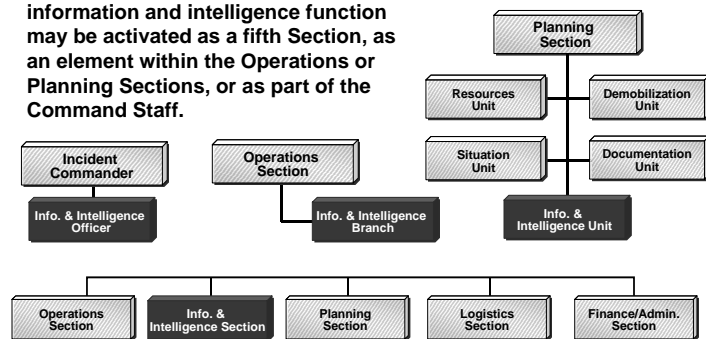In a major/complex incident, most support units are needed.

Remember: A unit is an organizational element having functional responsibility for a specific incident planning, logistics, or finance activity.

| Topic | Complex Organization Characteristics |

Information and Intelligence

Based on the incident needs, the information and intelligence function may be activated as a fifth Section, as an element within the Operations or Planning Sections, or as part of the Command Staff.

Planning Section

Resources Unit | Demobilization Unit

Incident Commander | Operations Section | Situation Unit | Documentation Unit

Info. & Intelligence Officer | Info. & Intelligence Branch | Info. & Intelligence Unit

Operations Section | Info. & Intelligence Section | Planning Section | Logistics Section | Finance/Admin. Section

Unit 3: Major and/or Complex Incident/Event Management | Visual 3.11

Visual Description: Information and Intelligence

Key Points

Note the following key points: (Note this text is from the NIMS document.)

▪ The analysis and sharing of information and intelligence are important elements of ICS.

In this context, intelligence includes not only national security or other types of classified information but also other operational information, such as risk assessments, medical intelligence (i.e., surveillance), weather information, geospatial data, structural designs, toxic contaminant levels, and utilities and public works data, that may come from a variety of different sources.

▪ Traditionally, information and intelligence functions are located in the Planning Section.

However, in exceptional situations, the Incident Commander may need to assign the information and intelligence functions to other parts of the ICS organization. In any case, information and intelligence must be appropriately analyzed and shared with personnel, designated by the Incident Commander, who have proper clearance and a "need to know" to ensure that they support decisionmaking.

- The information and intelligence function may be organized in one of the following ways:

  - **Within the Command Staff.** This option may be most appropriate in incidents with little need for tactical or classified intelligence, and in which incident-related intelligence is provided by supporting agency representatives through real-time reach-back capabilities.

  - **As a Unit Within the Planning Section.** This option may be most appropriate in an incident with some need for tactical intelligence and when no law enforcement entity is a member of the Unified Command.

  - **As a Branch Within the Operations Section.** This option may be most appropriate in incidents with a high need for tactical intelligence (particularly classified intelligence) and when law enforcement is a member of the Unified Command.

  - **As a Separate General Staff Section.** This option may be most appropriate when an incident is heavily influenced by intelligence factors or when there is a need to manage and/or analyze a large volume of classified or highly sensitive intelligence or information. This option is particularly relevant to a terrorism incident, for which intelligence plays a crucial role throughout the incident life cycle.

- Regardless of how it is organized, the information and intelligence function also is responsible for developing, conducting, and managing information-related security plans and operations as directed by the Incident Plan. These can include information security and operational security activities, as well as the complex task of ensuring that sensitive information of all types (e.g., classified information, sensitive law enforcement information, proprietary and personal information, or export-controlled information) is handled in a way that not only safeguards the information but also ensures that it gets to those who need access to it so that they can effectively and safely conduct their missions.

  The information and intelligence function also is responsible for coordinating information- and operational-security matters with public awareness activities that fall under the responsibility of the Public Information Officer, particularly where such public awareness activities may affect information or operations security.

Topic   **Complex Organization Characteristics**

Characteristics: Resources & Planning

- **Large number of tactical and support resources are needed to order, track, and manage.**
- **Multiple operational periods are required.**
- **Written Incident Action Plans are produced.**
- **Transfer of command is likely.**

Incident
Action Plan

Operational
Period
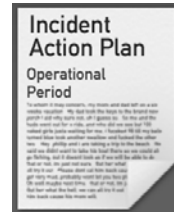
Unit 3:
Major and/or Complex Incident/Event Management   Visual 3.12

Visual Description: Characteristics: Resources & Planning

Key Points

Often in a major/complex incident:

- A large number of tactical and support resources are needed to order, track, and manage.
- Multiple operational periods are required.
- Written IAPs are produced.
- A transfer of command is likely.

| Topic | Complex Organization Characteristics |

Factors for Determining Size & Structure

- **Administrative and jurisdictional complexity**
- **Geographic area involved**
- **Functional specialties required**
- **Logistics, planning, and other support needs**
- **Potential for growth**

Unit 3:
Major and/or Complex Incident/Event Management

Visual 3.13

Visual Description: Factors for Determining Size & Structure

Key Points

ICS allows considerable flexibility in organization to address the special needs of large and complex incidents.

The primary factors for determining the size and structure of the organization include:

- The administrative and jurisdictional complexity.
- The geographical area involved.
- Consideration of the span of control.
- Functional specialties required.
- Incident logistical, planning, and other support needs.
- Potential for growth.

Topic   **ICS Organizational Options**

ICS Organizational Options

Combine Several Incidents Into an Incident Complex

Divide an Incident Into Two or More Single Incidents

Expand the Planning Capability

Add a Second Operations or Logistics Section

Unit 3:
Major and/or Complex Incident/Event Management   Visual 3.14

Visual Description: ICS Organizational Options

Key Points

Note the following key points:

- While the standard ICS structure is adaptable to meet the needs of most major incidents, not all situations are alike. Other forms of ICS organization may be needed to meet extraordinary situations.

- The management principles that relate to ICS are important. However, it also is important that the system work effectively to meet the needs of the incident. On major/complex incidents, this may require tailoring the organization to meet the needs of the situation.

- Options for managing major/complex incidents include:

  - Combining Several Incidents Into an Incident Complex.
  - Dividing an Incident Into Two or More Single Incidents.
  - Expanding the Planning Capability.
  - Adding a Second Operations or Logistics Section.

| Topic | Incident Complex |

Incident Complex Definition

An Incident Complex is two or more individual incidents located in the same general proximity that are assigned to a single Incident Commander or Unified Command to facilitate management.
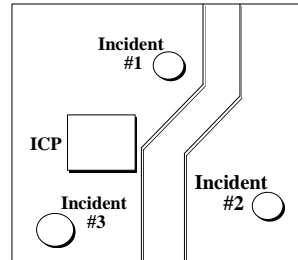
Incident #1

ICP

Incident #3

Incident #2

Visual Description: Incident Complex Definition

Key Points

Note the following key points:

- An Incident Complex is two or more individual incidents located in the same general proximity that are assigned to a single Incident Commander or Unified Command to facilitate.

- When several incidents are organized into an Incident Complex, the general guideline is that the individual incidents become Branches within the Operations Section of the Incident Complex structure.

Topic   **Incident Complex**

Incident Complex: When Used

An Incident Complex may be formed when:

- **There are many separate incidents occurring close together.**
- **One incident is underway and other, smaller incidents occur in the same proximity.**

Unit 3:
Major and/or Complex Incident/Event Management   Visual 3.16

Visual Description: Incident Complex: When Used

Key Points

An Incident Complex may be formed when:

- There are many separate incidents occurring close together.
- One incident is underway and other, smaller incidents occur in the same proximity.

| Topic | Incident Complex |

Discussion Question

What are some examples of when it might be advantageous to establish an Incident Complex?

Visual Description: What are some examples of when it might be advantageous to establish an Incident Complex?

Key Points

Answer the following question:

What are some examples of when it might be advantageous to establish an Incident Complex?

| Topic | Incident Complex |

Incident Complex: Considerations

- Incidents must be close enough to be managed by the same incident management team.
- Some staff and/or logistics economies may be achieved by using one management team.
- Consolidation is required to conserve staff and reduce costs.
- Planning, Logistics, and Finance/Administration activities can be adequately provided by a single management team.

Unit 3:
Major and/or Complex Incident/Event Management

Visual 3.18

Visual Description: Incident Complex: Considerations

Key Points

Considerations for the use of an Incident Complex include:

- The incidents must be close enough to each other to be managed by the same incident management team.

- Some staff and/or logistics support economies could be achieved through a combined management approach.

- The number of overall incidents within the agency or jurisdiction requires consolidations wherever possible to conserve staff and reduce costs.

- Planning, Logistics, and Finance/Administration activities can be adequately provided by a single management team.

| Topic | Incident Complex |

Incident Complex: Structure

```
                    Incident
                    Command

Operations      Planning      Logistics      Finance/Admin.
  Section        Section       Section          Section

Branch I        Branch II      Branch III
(Incident 1)    (Incident 2)   (Incident 3)
```

Typically, each separate incident is organized as a Branch allowing for future expansion, if required.

Unit 3:
Major and/or Complex Incident/Event Management   Visual 3.19
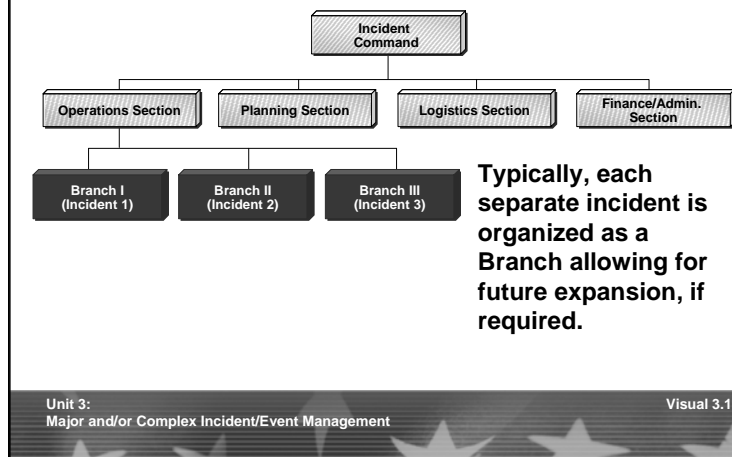
Visual Description: ICS organizational chart with three Branches

Key Points

Note the following key points:

▪ Typically, each separate incident is organized as a Branch allowing for future expansion, if required.

▪ As a general guideline, it is usually advisable to establish each of the separate incidents within an Incident Complex as a Branch.

▪ Using Branches:
  ▪ Allows for more flexibility to establish Divisions or Groups if required later.
  ▪ Also, because Divisions and Groups already may have been established at each of the incidents, the same basic structure can be maintained below the Branch level within the Incident Complex.

| **Topic** | **ICS Organizational Options** |

ICS Organizational Options

Combine Several Incidents Into an Incident Complex

Divide an Incident Into Two or More Single Incidents

Expand the Planning Capability

Add a Second Operations or Logistics Section

Unit 3:
Major and/or Complex Incident/Event Management   Visual 3.20

Visual Description: ICS Organizational Options (With "Divide an Incident . . ." highlighted)

Key Points

Some incidents become so large that they can best be managed as separate incidents. The next section covers how to divide one large incident into smaller separate incidents.
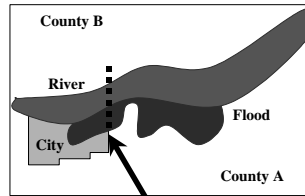
| Topic | **Dividing an Incident** |

Dividing a Single Incident (1 of 2)

A single incident may be divided when it:

- **Spreads into other jurisdiction(s) and Unified Command is not feasible.**
- **Is difficult to manage from one location due to terrain and access.**
- **Has objectives that are naturally separating into two operations.**

County B

River

City

Flood

County A

Divide into two incidents

Unit 3:
Major and/or Complex Incident/Event Management

Visual 3.21

Visual Description: Dividing a Single Incident

___

Key Points

___

A single incident may be divided when it:

- **Spreads into other jurisdiction(s) and Unified Command is not feasible.**

  For example, a flooding situation that continues to expand into low-lying areas downstream. Although Unified Command would still be the first choice, it is not always feasible.

County B

River

City

Flood

County A
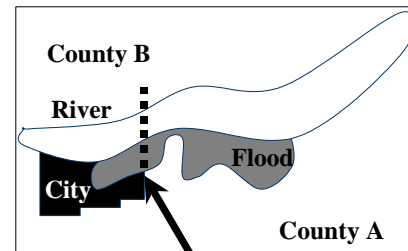
Divide into two incidents

- **Is difficult to manage from one location due to terrain and access.**

  For example, incidents such as earthquake and wildland fire where terrain and access affect operational or logistical mobility, and the ability to manage from one location.

- **Has objectives that are naturally separating into two operations.**

  For example, a bio-terrorism incident that includes immediate public health objectives and longer-term investigation objectives. Again, Unified Command would still be the first choice.

Topic	Dividing an Incident

Dividing a Single Incident (2 of 2)

Incidents may be divided when:

- **The Planning and/or Logistics Section can no longer adequately provide support services.**
- **The Operations Section cannot manage the number of resources without exceeding span of control.**

Unit 3:
Major and/or Complex Incident/Event Management

Visual 3.22

Visual Description: Dividing a Single Incident

Key Points

In addition to the characteristics of the incident itself, management issues also may make it advisable to divide an incident.

Dividing an incident should be considered if two or more Sections are overtaxed due to the size of the incident.

The following examples provide situations when the Incident Commander (or Unified Command), in consultation with the jurisdictional agencies involved, could recommend that the incident be divided into two separate incidents:

- The Planning Section, even with additional resources, can no longer adequately provide planning services because of:
    - The size of the incident.
    - The varying objectives and strategies needed.

- The Logistics Section can no longer, or will soon not be able to, serve the widespread facilities and operations from a single incident base.

- The Operations Section cannot manage the number of resources required without exceeding span of control.

| Topic | **Dividing an Incident** |

Dividing an Incident

- **Step 1**: Determine how best to divide the incident.
- **Step 2**: Assign Incident Commanders and the Command and General Staff for each incident.
- **Step 3**: Designate additional supporting organizational facilities, locations, etc.
- **Step 4**: Designate an appropriate time for establishing two separate incidents (each with a unique name).
- **Step 5**: Coordinate planning strategies and use of critical resources for at least the next operational period.
- **Step 6**: Consider the need for Area Command. (Area Command is covered in the next unit.)

Unit 3:
Major and/or Complex Incident/Event Management   Visual 3.23

Visual Description: Dividing an Incident

Key Points

The steps used to divide an incident:

- **Step 1: Determine how best to divide the incident.**

  This division could be done in several ways, depending upon:
  - Terrain and access considerations.
  - Locations of future resource and logistical support.
  - Jurisdictional/administrative boundaries.
  - Current Operations Section structure (Branches, Divisions, etc.).

- **Step 2: Assign Incident Commanders and Command and General Staff for each incident.**

- **Step 3: Designate additional supporting organizational facilities, location, etc**.

- **Step 4: Designate an appropriate time for establishing two separate incidents (each with a unique name).**

- **Step 5: Coordinate planning strategies and use of critical resources for at least the next operational period.**

- **Step 6: Consider the need for Area Command.** (Area Command is covered in the next unit.)

Topic	ICS Organizational Options

ICS Organizational Options

Combine Several Incidents Into an Incident Complex

Divide an Incident Into Two or More Single Incidents

Expand the Planning Capability

Add a Second Operations or Logistics Section

Unit 3:
Major and/or Complex Incident/Event Management   Visual 3.24

Visual Description: ICS Organizational Options (With "Expand the Planning Capability" highlighted)

Key Points

Expanding the planning capability at an incident take several forms, including:

▪ Branch Tactical Planning.
▪ Separating advanced incident planning from the day-to-day planning process.

As discussed earlier, the addition of an Information and Intelligence function is another option for expanding planning capability on a complex event or incident.

Branch Tactical Planning: Description

Branch Tactical Planning means that:

- **Detailed action plans are developed within the Operations Section at the Branch level.**
- **The Planning Section provides support.**

Unit 3:
Major and/or Complex Incident/Event Management   Visual 3.25

Visual Description: Branch Tactical Planning: Description

Key Points

Branch Tactical Planning means that the detailed action plans are developed within the Operations Section at the Branch level with the Planning Section providing support and coordination.

Topic	Expanded Planning Capability

Branch Tactical Planning: Uses

Branch Tactical Planning is implemented when:

- **No one set of objectives is pertinent to the entire incident.**
- **Special technical expertise is needed for planning.**
- **It is not otherwise feasible to prepare and distribute the IAP.**

Unit 3:
Major and/or Complex Incident/Event Management

Visual 3.26

Visual Description: Branch Tactical Planning: Uses

Key Points

Tactical planning at the Branch level may be when:

- The incident becomes so large that there is no single set of objectives that would logically pertain to the entire incident.

- Special technical expertise is needed for planning.

- It is not otherwise feasible to prepare and distribute the IAP within the required timeframe.

Topic   **Expanded Planning Capability**

Branch Tactical Planning: Examples

- In a mass fatalities incident, the Medical Examiner/ Morgue Operations Branch may be best suited to establish their own incident tactical plans.

- In a structural collapse, the Search and Rescue Branch typically will include its own planning component.

Unit 3:
Major and/or Complex Incident/Event Management   Visual 3.27

Visual Description: Examples of Branch Tactical Planning

Key Points

The following examples provide situations in which Branch Tactical Planning may be implemented:

- In a mass fatalities incident, the Medical Examiner/Morgue Operations Branch may be best suited to establish their own incident tactical plans.

- In a structural collapse, the Search and Rescue Branch typically will include its own planning component.

Planning Section Role

When Branch Tactical Planning is used, the Planning Section provides:

- **General incident objectives.**
- **Strategy for the Branch for the next operational period.**
- **Branch resource summary for the next operational period.**
- **Weather and safety information.**
- **Changes to logistical support.**
- **Personnel to support planning.**

Unit 3:
Major and/or Complex Incident/Event Management

Visual 3.28

Visual Description: Planning Section Role

Key Points

Note the following key points:

- When Branch Tactical Planning is used, the Planning Section provides:

  - General incident objectives.
  - Strategy for the Branch for the next operational period.
  - Branch resource summary for the next operational period.
  - Weather and safety information.
  - Changes to logistical support.
  - Personnel to support planning.

  With this information, individual Branches can perform detailed action planning. The Planning Section would have to ensure that necessary inter-Branch coordination took place wherever necessary.

- Additional resource requirements over those authorized would have to be made known to the Operations Section Chief.

- A modification to this model could be accomplished by limiting Branch Tactical Planning to certain Branches (e.g., those with less complex situations). Other Branches would continue under a central planning structure. In either case, the Planning Section would provide each Branch doing Individual Branch Planning with the required support in terms of personnel and other support resources to get the planning accomplished.

| Topic | Expanded Planning Capability |

Discussion Questions

Why is advanced planning critical during a complex incident?

What are the challenges to ensuring that advanced planning occurs?

Unit 3:
Major and/or Complex Incident/Event Management

Visual 3.29

Visual Description: Why is advanced planning critical during a complex incident? What are the challenges to ensuring that advanced planning occurs?

Key Points

Answer the following questions:

Why is advanced planning critical during a complex incident?

What are the challenges to ensuring that advanced planning occurs?

| Topic | Expanded Planning Capability |

Separate Advanced Incident Planning

To ensure that advanced planning occurs, the Planning Section Chief may:

- **Assign a Deputy Planning Section Chief to manage advanced planning.**
- **Assign Technical Specialists to perform advanced planning.**
- **Establish a special unit within the Planning Section.**

Unit 3:
Major and/or Complex Incident/Event Management

Visual 3.30

Visual Description: Separate Advanced Incident Planning

Key Points

Note the following key points:

- One of the functions of the Planning Section is to assess all available information and to provide periodic predictions on incident potential. The Planning Section is also responsible for developing any contingency plans that may be required.

- To ensure that advanced planning occurs, the Planning Section Chief may:
    - Assign a Deputy Planning Section Chief to manage advanced planning.
    - Assign Technical Specialists to perform advanced planning.
    - Establish a special unit within the Planning Section.

Topic   **Expanded Planning Capability**

Advanced Planning Considerations

Advanced planning should project ahead at least 36 to 72 hours, and consider:

- **Overall goal and incident objectives.**
- **Adequacy of previous and present Incident Action Plans.**
- **Future resource availability.**
- **Strategy assessment and alternatives.**
- **Environmental factors.**
- **Organizational assessment and alternatives.**
- **Political and economic issues.**
- **Long-term recovery needs.**

Unit 3:
Major and/or Complex Incident/Event Management   Visual 3.31

Visual Description: Advanced Planning Considerations

Key Points

Note the following key points:

- Advanced planning should project ahead at least 36 to 72 hours, and consider:

  - Overall goal and incident objectives.
  - Adequacy of previous and present IAPs.
  - Future resource availability.
  - Strategy assessment and alternatives.
  - Environmental factors.
  - Organizational assessment and alternatives.
  - Political and economic issues.
  - Long-term recovery needs.

- The goal of this advanced planning effort is to provide the Planning Section Chief and the Incident Commander or Unified Command with a range of alternatives related to management of the incident beyond the next Operational Period.

ICS Organizational Options

Combine Several Incidents Into an Incident Complex

Divide an Incident Into Two or More Single Incidents

Expand the Planning Capability

Add a Second Operations or Logistics Section

Unit 3:
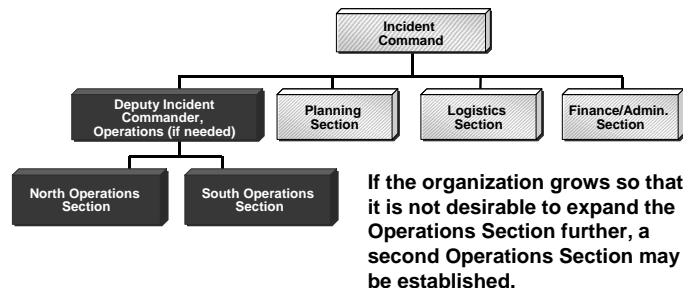Major and/or Complex Incident/Event Management

Visual 3.32

Visual Description: ICS Organizational Options (With "Add a Second Ops or Log Section" highlighted)

Key Points

While not common, it is possible to establish a second Operations or Logistics Section within a single incident. This situation may arise when the incident is operating under Unified Command; however, Unified Command is not a requirement.

Topic   **Second Operations or Logistics Section**

Adding an Operations Section

If the organization grows so that it is not desirable to expand the Operations Section further, a second Operations Section may be established.

Unit 3:
Major and/or Complex Incident/Event Management   Visual 3.33

Visual Description: Adding an Operations Section

Key Points

If the organization grows so that it is not desirable to expand the Operations Section further, a second Operations Section may be established. As illustrated on the visual, the Operations Section could be split in a North Operations Section and a South Operations Section.
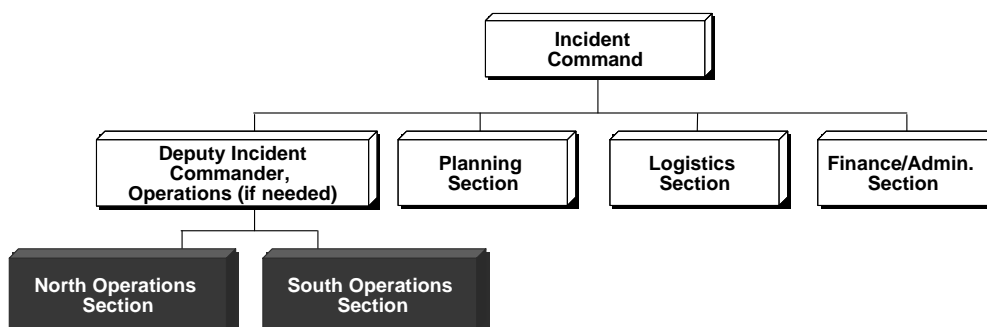
Caption: This illustrated model is used for a major incident in which the sheer volume of resources required means that the Operations Section cannot be further expanded without exceeding ICS span of control guidelines and it is not possible to establish separate incidents. Examples of situations where two Operations Sections may be established include:

- Earthquakes, hurricanes, tornadoes, and floods covering several political jurisdictions.
- Major wildland fire that continues to expand.
- Major spill in a waterway.

| Topic | Second Operations or Logistics Section |

Adding Operations Section: Considerations

- **Ensure that Command and General Staffs can support the expansion.**
- **Ensure adequate Incident Action Planning.**
- **Ensure adequate logistics support.**
- **Establish the second Operations Section at the beginning of an operational period.**
- **Ensure that all incident supervisory personnel are aware of the expanded organization.**
- **Add a Deputy Incident Commander for Operations, if necessary.**

Unit 3:
Major and/or Complex Incident/Event Management

Visual 3.34

Visual Description: Adding Operations Section: Considerations

Key Points

The considerations for adding an Operations Section include:

- Ensure that Command and General Staffs can support the expansion.
- Ensure adequate Incident Action Planning.
- Ensure adequate logistics support.
- Establish the second Operations Section at the beginning of an operational period.
- Ensure that all incident supervisory personnel are aware of the expanded organization.
- Add a Deputy Incident Commander for Operations, if necessary.

The Deputy Incident Commander for Operations:

- Has the responsibility to ensure that all aspects of the original and the additional Operations Section are fully coordinated with each other and with other Sections.
- Is normally collocated with the Incident Commander at the Incident Command Post.

Separate Staging Areas are established to support each Operations Section.

| Topic | **Second Operations or Logistics Section** |

Visual Description: Adding a Logistics Section

Key Points
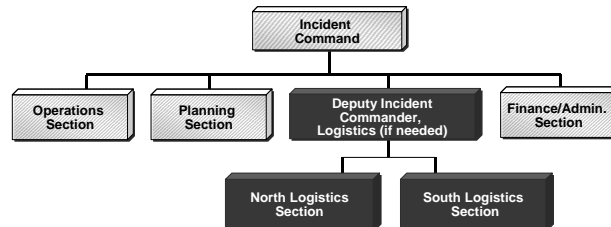
If an incident is so geographically dispersed that it is not feasible for the incident base to support the incident logistical needs, it may be necessary to establish another Logistics Section.

Caption: North and South Logistics Sections reporting to a Deputy Incident Commander for Logistics.

Topic	Second Operations or Logistics Section

Adding Logistics Section: Considerations

- **Ensure that Command and General Staffs can support the expansion.**
- **Ensure adequate Incident Action Planning.**
- **Establish the second Logistics Section at the beginning of an operational period.**
- **Ensure that all incident supervisory personnel are aware of the expanded organization.**
- **Add a Deputy Incident Commander for Logistics, if necessary.**

Unit 3:
Major and/or Complex Incident/Event Management   Visual 3.36

Visual Description: Adding Logistics Section: Considerations

Key Points

The considerations for adding a Logistics Section include:

- Ensure that Command and General Staffs can support the expansion.
- Ensure adequate Incident Action Planning.
- Establish the second Logistics Section at the beginning of an operational period.
- Ensure that all incident supervisory personnel are aware of the expanded organization.
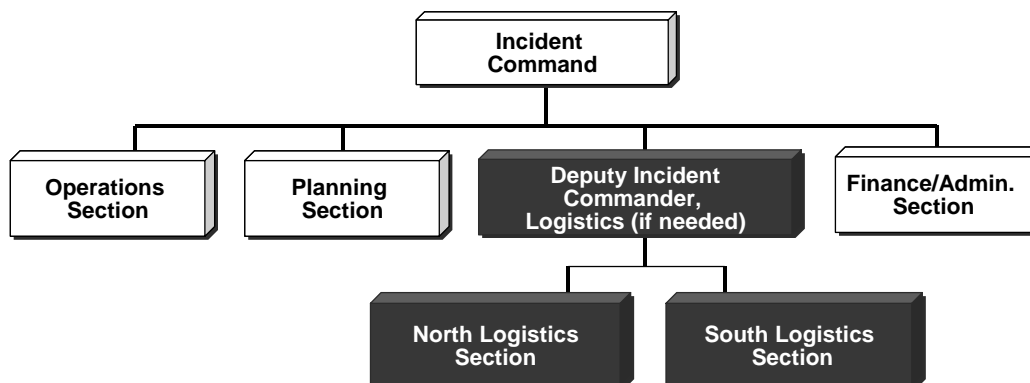- Add a Deputy Incident Commander for Logistics, if necessary.

Note the following key points:

- Similar to the example with the Operations Section, a Deputy Incident Commander for Logistics could be added to the command structure if necessary to ensure coordination of the two Logistics efforts.

- The Deputy Incident Commanders for Logistics would normally function from the Incident Command Post, while the two Logistics Section Chiefs could operate from separate Incident Bases. The Deputy Incident Commander would ensure that all necessary coordination was taking place between the two Logistics Sections.

- An Incident Base for each Logistics Section could be established. Also, additional camps supported by that Base could be established.

Activity: Major/Complex Incident

Instructions:

- Working in teams, review the scenario on the next visuals. As a team, answer the following questions:
    - What are the incident objectives/priorities?
    - How will the organization be structured? (Draw the major components.) Will Single or Unified Command be used?
    - How will the Operations Section be set up? Should it be functional or geographic, or both? (Draw the Operations Section.)
    - What incident facilities will be activated?
    - How will Incident Action Planning be done?
    - What are the top three management challenges you would face and how would you address them?
- Choose a spokesperson. Be prepared to present your organizational charts to the class in 60 minutes.

Unit 3:
Major and/or Complex Incident/Event Management   Visual 3.37

Visual Description: Activity: Major/Complex Incidents

Key Points

---

1. Working in teams, review the scenario on the next visual. As a team, answer the following questions:

    - What are the incident objectives/priorities?
    - How will the organization be structured? (Draw the major components.) Will Single or Unified Command be used?
    - How will the Operations Section be set up? Should it be functional or geographic, or both? (Draw the Operations Section.)
    - What incident facilities will be activated?
    - How will Incident Action Planning be done?
    - What are the top three management challenges you would face and how would you address them?

2. Choose a spokesperson.

3. Be prepared to present your organizational charts to the class in 60 minutes.

Topic | **Activity**

Activity: The Expanding Incident

Scenario: A major portion of the county has been affected by sudden severe weather. Three incidents are reported within a 10-square-mile area. Initially, each of these was designated as an individual incident and resources were separately assigned to each by separate response groups.

- **Incident A:** Damage to a hospital requiring evacuation, search and rescue, and relocation of 50 persons.

- **Incident B:** Fire and possible hazmat situation at a commercial chemical storage facility. Rumors are spreading that this incident may be a criminal act.

- **Incident C:** Partial collapse of a roof in an open supermarket. Persons trapped and injured inside. Numerous volunteers are rushing to the scene to help.

Unit 3:
Major and/or Complex Incident/Event Management   **Visual 3.38**

Visual Description: Activity: Incident Types

Key Points

Jot down notes during the activity discussion.

Summary

Are you now able to:

- **List the principal factors often found in or related to major and/or complex incidents/ events?**
- **List the four expansion options for incident/ event organization and describe the conditions under which they would be applied?**
- **Apply the various options related to major or complex incident management?**

Unit 3:
Major and/or Complex Incident/Event Management

Visual 3.39

Visual Description: Summary

Key Points

Are you now able to:

- List the principal factors often found in or related to major and/or complex incidents/ events?
- List the four expansion options for incident/event organization and describe the conditions under which they would be applied?
- Apply the various options related to major or complex incident management?

The next unit presents information about Area Command. Note that Area Command can be used when there are a number of incidents in the same general area, and often of the same kind.

Unit 4: Area Command

Topic   **Unit Introduction**

Unit 4:
Area Command

Visual Description: Unit Introduction

Key Points

This unit:

- Describes why, when, where, and how Area Command is established, and the organization, facilities, and communications required.
- Covers the organizational relationships between Area Command and incidents, and between Area Command and jurisdictional authorities.
- Reviews the demobilization process under an Area Command organization.

Topic   **Unit Objectives**

Unit Objectives

- **Define Area Command.**
- **List the principal advantages of using Area Command.**
- **Describe how, when, and where Area Command would be established.**
- **Describe the Area Command organization.**
- **Identify six primary functional responsibilities of Area Command.**
- **Given a scenario, develop an Area Command organization.**

Unit 4:
Area Command   Visual 4.2

Visual Description: Unit Objectives

Key Points

By the end of this unit, you should be able to:

- Define Area Command.
- List the principal advantages of using Area Command.
- Describe how, when, and where Area Command would be established.
- Describe the Area Command organization.
- Identify six primary functional responsibilities of Area Command.
- Given a scenario, develop an Area Command organization.

| Topic | Area Command: Overview |

Definition of Area Command

Area Command is used to oversee the management of:

- **Multiple incidents that are each being handled by an Incident Command System organization; or**

- **A very large incident that has multiple incident management teams assigned to it.**

Unit 4:
Area Command

Visual 4.3

Visual Description: Definition of Area Command

Key Points

Note the following points:

- Area Command is used when there is a number of incidents generally in the same area and often of the same kind. Examples include two or more hazardous materials spills, fires, etc. It is usually these kinds of incidents that may be vying for the same resources.

- When an incident expands to a large geographic area, the agency officials may choose to divide the incident into smaller pieces, called zones, each of which will be managed by an incident management team (IMT).

- When incidents are of different kinds and/or do not have similar resource demands, they would usually be handled as separate incidents or would be coordinated through an Emergency Operations Center (EOC).

Area Command: Primary Functions

- Provide agency or jurisdictional authority for assigned incidents.
- Ensure a clear understanding of agency expectations, intentions, and constraints.
- Establish critical resource use priorities between various incidents.
- Ensure that incident management team personnel assignments and organizations are appropriate.
- Maintain contact with officials in charge, and other agencies and groups.
- Coordinate the demobilization or reassignment of resources between assigned incidents.

Unit 4:
Area Command

Visual 4.4

Visual Description: Area Command: Primary Functions

Key Points

Note the following key points:

- Area Command is designed to ensure the effective management of assigned incidents. To do this, the Area Commander has the authority and responsibility to do the following for incidents within the Area Command:
  - Provide agency or jurisdictional authority for assigned incidents.
  - Ensure a clear understanding of agency expectations, intentions, and constraints.
  - Establish critical resource use priorities between various incidents.
  - Ensure that incident management team personnel assignments and organizations are appropriate.
  - Maintain contact with officials in charge, and other agencies and groups.
  - Coordinate the demobilization or reassignment of resources between assigned incidents.

Topic	Area Command: Overview

Advantages of Area Command

- Assists in interagency coordination.
- Ensures efficient resource use.
- Ensures that agency policies, priorities, constraints, and guidance are being made known to the Incident Commanders and implemented consistently across incidents.
- Reduces workload for agency officials.

Unit 4:
Area Command

Visual 4.5

Visual Description: Advantages of Area Command

Key Points

In situations where multiple incidents (e.g., earthquakes, floods, fires, major storms, disease outbreaks, etc.) are occurring, the use of an Area Command makes the jobs of Incident Commanders and agency officials easier for the following reasons:

- Much of the interincident coordination typically performed by each Incident Commander is accomplished at the Area Command level. Using an Area Command allows the Incident Commanders and their incident management teams to focus their attention on their incident objectives, strategies, and tactics.

- Area Command sets priorities between incidents and ensures efficient resource use. Critical resources are allocated by the overall priorities established by the agency officials. Competition among incidents for critical resources is avoided. Often, agency dispatchers will recognize interincident coordination problems first.

- Area Command ensures that agency policies, priorities, constraints, and guidance are being made known to the Incident Commanders and implemented consistently across incidents.

- Area Command also reduces the workload of the agency officials, especially if there are multiple incidents going on at the same time.

Topic   **Area Command: Overview**

Unified Command vs. Area Command

What is the difference between Unified Command and Area Command?

Unit 4:
Area Command

Visual 4.6

Visual Description: What is the difference between Unified Command and Area Command?

Key Points

Answer the following question:

What is the difference between Unified Command and Area Command?

Topic **Key Terms Review**

Key Terms Review

Local
Emergency
Ops Center
(EOC)

Area
Command

Local Emergency Operations Center: Coordinates information and resources to support local incident management activities.

Area Command: Oversees the management of multiple incidents. Area Command may be Unified, and works directly with Incident Commanders.

Incident Command Post | Incident Command Post | Incident Command Post

Incident Command Post: Performs primary tactical-level, on-scene incident command functions. The Incident Commander is located at an Incident Command Post at the incident scene.

Unit 4:
Area Command

Visual 4.7

Visual Description: Key Terms Review

Key Points

Note the following key terms:

▪ **Incident Command Post:** Performs primary tactical-level, on-scene incident command functions. The Incident Commander is located at an Incident Command Post at the incident scene.

▪ **Area Command:** Oversees the management of multiple incidents. Area Command may be Unified, and works directly with Incident Commanders.

▪ **Local Emergency Operations Center:** Coordinates information and resources to support local incident management activities.

Topic   **Key Terms Review**

Multiagency Coordination Centers

Multiagency coordination centers provide support and coordination by:

- **Identifying resource shortages and issues.**
- **Gathering and providing information.**
- **Implementing multiagency coordination entity decisions.**

Examples:

- **Emergency Operation Centers (EOCs)**
- **Joint Field Office (JFO)**
- **Regional Response Coordination Center (RRCC)**
- **National Response Coordination Center (NRCC)**

Unit 4:
Area Command

Visual 4.8

Visual Description: Multiagency Coordination Centers

Key Points

Multiagency coordination centers provide support and coordination by:

- Identifying resource shortages and issues.
- Gathering and providing information.
- Implementing multiagency coordination entity decisions.∗

Note that examples of multiagency coordination centers include the following:

- Emergency Operation Centers (EOCs)
- Joint Field Office (JFO)
- Regional Response Coordination Center (RRCC)
- National Response Coordination Center (NRCC)

∗ Multiagency coordination entities are comprised of agency representatives with decisionmaking authority to provide policy direction. The next unit provides more information on multiagency coordination entities.

Topic **Key Terms Review**

Command vs. Coordination

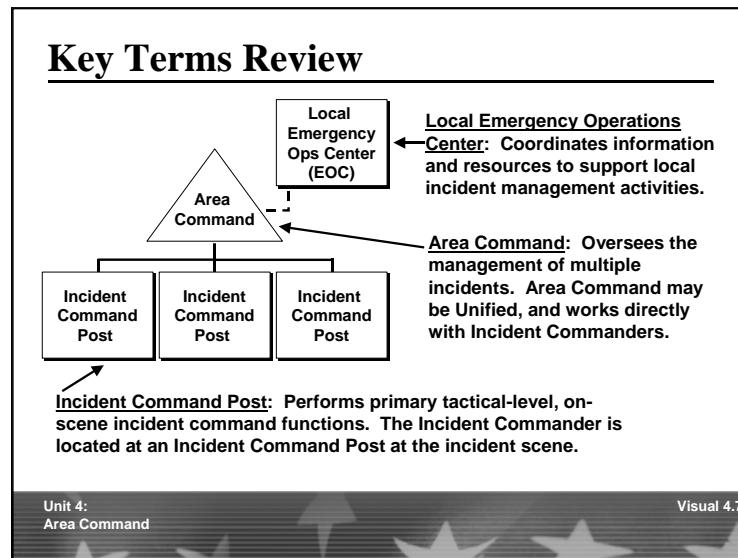**What is the difference between command and coordination?**

Visual Description: What is the difference between command and coordination?

Key Points

Answer the following question:

What is the difference between command and coordination?

Topic	Key Terms Review

Area Command vs. Multiagency Coordination

Area Command
- Expands onsite command function.
- Consists of incident management team personnel.
- Is delegated authority for specific incident(s) from the agency administrator.
- Assigns and reassigns critical resources.
- Ensures that incident objectives and strategies are complementary between incident management teams under its supervision.

Multiagency Coordination Center
- Expands offsite coordination and support system.
- Consists of agency administrators or designees.
- Allocates and reallocates critical resources by setting incident priorities.
- Coordinates public information using a Joint Information System.
- Makes coordinated policy decisions on issues that affect multiple agencies.

Unit 4:
Area Command

Visual 4.10

Visual Description: Area Command vs. Multiagency Coordination

Key Points

Area Command should not be confused with the roles assumed by multiagency coordination centers. An Area Command may be co-located with a multiagency coordination center such as an EOC, although the two organizations are performing different functions. Area Command has direct oversight (command) responsibilities, while the EOC provides coordination and support.

The table below provides a comparison between Area Command and multiagency coordination center responsibilities:

Area Command	Multiagency Coordination Center
- Expands onsite command function. - Consists of incident management team personnel. - Is delegated authority for specific incident(s) from the agency administrator. - Assigns and reassigns critical resources. - Ensures that incident objectives and strategies are complementary between incident management teams under its supervision.	- Expands offsite coordination and support system. - Consists of agency administrators or designees. - Allocates and reallocates critical resources by setting incident priorities. - Coordinates public information using a Joint Information System. - Makes coordinated policy decisions on issues that affect multiple agencies.

Topic | **Area Command: Responsibilities, Relationships, and Best Practices**

Area Command Responsibilities

- **Set overall agency incident-related priorities.**
- **Allocate critical resources based on priorities.**
- **Ensure that incidents are properly managed.**
- **Ensure that incident(s) objectives are met and do not conflict with each other or with agency policy.**

Unit 4:
Area Command

Visual 4.11

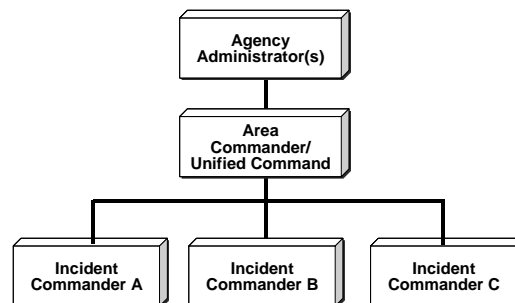**Visual Description:** Area Command Responsibilities

Key Points

For the incidents under its authority, the Area Command is responsible for:

- Setting overall agency incident-related priorities.
- Allocating critical resources based on priorities.
- Ensuring that incidents are properly managed.
- Ensuring that incident(s) objectives are met and do not conflict with each other or with agency policy.

Topic **Area Command: Responsibilities, Relationships, and Best Practices**

Chain of Command & Reporting Relationships

```
                    ┌──────────────────┐
                    │     Agency        │
                    │ Administrator(s)  │
                    └──────────────────┘
                             │
                    ┌──────────────────┐
                    │      Area         │
                    │   Commander/      │
                    │ Unified Command   │
                    └──────────────────┘
                             │
        ┌────────────────────┼────────────────────┐
┌──────────────┐    ┌──────────────┐    ┌──────────────┐
│   Incident   │    │   Incident   │    │   Incident   │
│ Commander A  │    │ Commander B  │    │ Commander C  │
└──────────────┘    └──────────────┘    └──────────────┘
```

Unit 4:
Area Command

Visual 4.12

Visual Description: Chain of Command & Reporting Relationships
(Organizational chart showing three Incident Commanders reporting to an Area Commander/Unified Command, and the Area Commander reporting to the agency administrator(s).)

Key Points

Note the following key points:

- When Area Command is established, Incident Commander(s) will report to the Area Commander/Unified Command. The Area Commander is accountable to the agency or jurisdictional executive or administrator(s).

- If one or more of the incidents within the Area Command are multijurisdictional, a Unified Area Command should be established. Incident Commanders would report to the Unified Area Commander for their jurisdiction.

- Incident Commanders under the designated Area Commander are responsible to, and should be considered as part of the overall Area Command organization. Incident Commanders must be provided adequate and clear delegation of authority.

Topic　　　　**Area Command: Responsibilities, Relationships, and Best Practices**

When Should Area Command Be Established?

Early, and when:

- **Several active incidents are in close proximity.**
- **Critical life saving or property values are at risk due to incidents.**
- **Incidents will continue into the next operational period.**
- **Incidents are using similar and limited critical resources.**
- **Difficulties are encountered with interincident resource allocation and coordination.**

Unit 4:
Area Command

Visual 4.13

Visual Description: When Should Area Command Be Established?

Key Points

It is best to be proactive when considering the use of Area Command.

The following information provides criteria for when to use Area Command:

- Several active incidents are in close proximity.
- Critical life saving or property values are at risk due to incidents.
- Incidents will continue into the next operational period.
- Incidents are using similar and limited critical resources.
- Difficulties are encountered with interincident resource allocation and coordination.

Area Command: Best Practices

Area Command should:

- **Receive its authority through a written delegation of authority.**
- **Notify Incident Commanders of its authorities and roles.**
- **Be staffed with the best qualified, most experienced personnel.**
- **Operate under the same principles as ICS.**
- **Be kept small.**

Unit 4:
Area Command

Visual 4.14

Visual Description: Area Command: Best Practices

Key Points

Area Command should:

- **Receive its authority through a written delegation of authority.**

    When Area Command is activated, an Area Commander will be designated and given appropriate delegated authority. The authority given to the Area Commander should be written as a Delegation of Authority statement. A written delegation of authority helps to eliminate confusion and provides the Area Commander with authority to oversee the management of the incidents.

- **Notify Incident Commanders of its authorities and roles.**

    Incident Commanders covered by the Area Command must be notified that an Area Command is being established. Depending upon the agencies and incidents involved, the Area Command may issue delegation of authority or re-delegations to the respective Incident Commanders. This will help to ensure that agency direction is made clear to all parties.

- **Be staffed with the best qualified, most experienced personnel.**

    The Area Command team should consist of the best qualified personnel with respect to their functional areas. The functions of Area Command require personnel that have experience in, and are qualified to oversee, complex incident situations. The concepts of Area Command should be part of planning, training, and exercises.

- **Operate under the same principles as ICS.**

  The Area Command organization operates under the same basic ICS principles. The organizational structure may be patterned after ICS Command/General Staff.

- **Be kept small.**

  The Area Command organization should always be kept as small as possible. (Additional information on possible organizational structures is presented later in this unit.)

Topic   **Area Command: Responsibilities, Relationships, and Best Practices**

Area Command: Location Considerations

- **Close to incidents**
- **Not collocated with an ICP**
- **Sufficient size**
- **Capable of continuous operation**
- **Adequate communications capabilities**
- **Backup power**
- **Adequate and secure parking**
- **Near commercial food and lodging**

Unit 4:
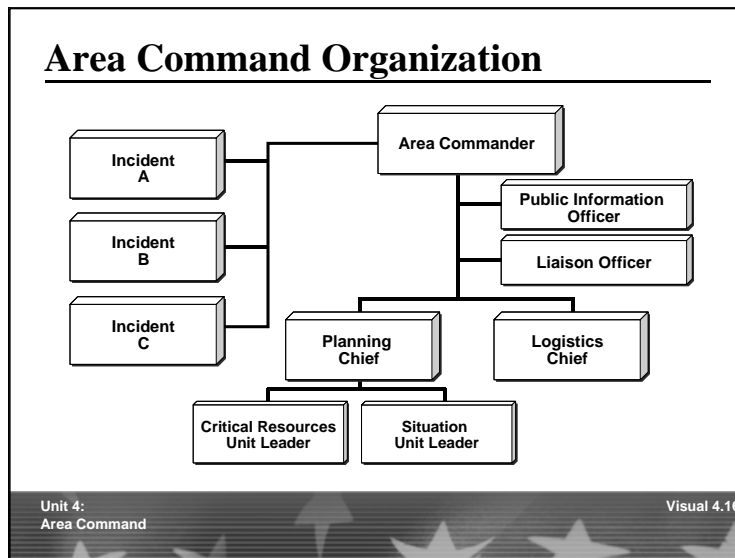Area Command   Visual 4.15

Visual Description: Area Command: Location Considerations

Key Points

Note the following key points:

- It may take some hours to establish the Area Command. If there are existing facilities and communication systems that can be used (e.g., at a jurisdictional EOC), then the time needed to set up the Area Command may be reduced.

- **Close to incidents.** The Area Command should, to the extent possible, be located in close proximity to the incidents under its authority. The location should make it easy to have meetings and direct contact between the Area Commander and Incident Commanders.

- **Not collocated with an ICP.**   Area Command should NOT be collocated with one of the incidents. Doing so might cause confusion with that incident's operations, and it also could be seen by other incidents as adding status to that single incident. Area Command, however, could be collocated with a multiagency coordination center such as an EOC.

- **Sufficient size.** The facility used to house the Area Command organization should be large enough to accommodate a full Area Command staff and have the capability to accommodate meetings between the Area Command Staff, Incident Commanders, agency officials, and with news media representatives.

- **Capable of continuous operation.** The facility used to house the Area Command organization should allow for continuous operations and 24 hour per day access.

- **Adequate communications capabilities.** Adequate communications facilities (telephones, FAX, computer connections) are critical. If radios are a primary means of communication, the Area Command facility should have line of sight coverage to Incident Command Posts or to repeaters serving those incident facilities. The facility should allow for suitable locations to temporarily install rooftop radio antennas.

- **Availability of backup power.** Backup power may be required in order to maintain a continuous operation.

- **Adequate and secure parking.** Transportation and parking issues should be considered when selecting the location.

- **Near commercial sources of support for food and lodging.** A location with access to food and lodging for staff members can help reduce the logistics requirement for providing support services.
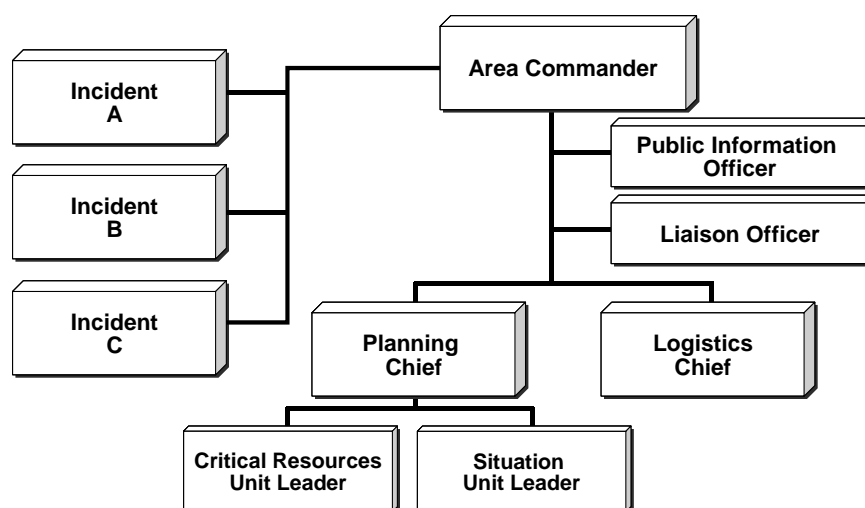
| Topic | Area Command Organization |

Area Command Organization

Incident A — Area Commander — Public Information Officer — Liaison Officer — Planning Chief — Logistics Chief — Critical Resources Unit Leader — Situation Unit Leader (Incident A, Incident B, Incident C)

Unit 4:
Area Command

Visual 4.16

Visual Description: Area Command Organization

Key Points

It is important to remember that Area Command does **NOT** in any way replace the incident-level ICS organizations or functions.

The positions illustrated below are strictly related to Area Command operations. Specific duties and responsibilities will be established by the Area Commander.

Caption: Area Commander with three Incident Commanders, Public Information Officer, Liaison Officer, Planning Chief, and Logistics Chief reporting to Area Commander.

Topic   **Area Commander**

Area Commander Overall Responsibilities
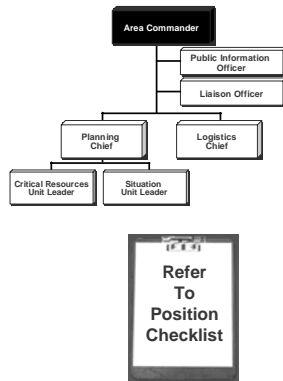
- Set overall objectives.
- Establish priorities.
- Ensure that incident management teams are qualified.
- Allocate/reallocate critical resources.
- Coordinate with agency administrator, EOC, other multiagency coordination centers, and the media.
- Coordinate the demobilization of assigned resources.

Refer To Position Checklist

Unit 4:
Area Command   Visual 4.17

Visual Description: Area Commander Overall Responsibilities

Key Points

The Area Commander is responsible for the overall direction of incident management teams assigned to the same incident or to incidents in close proximity. This responsibility includes ensuring that conflicts are resolved, incident objectives are established, and strategies are selected for the use of critical resources. Area Command also has the responsibility to coordinate with local, tribal, State, Federal, and volunteer assisting and/or cooperating organizations.

The overall responsibilities include:

- Set overall objectives.
- Establish priorities.
- Ensure that incident management teams are qualified.
- Allocate/reallocate critical resources.
- Coordinate with agency administrator, EOC, other multiagency coordination centers, and the media.
- Coordinate the demobilization of assigned resources.

Refer to the checklist on the following page.

Topic   **Area Commander**

Area Commander: Checklist of Actions

These actions will generally be conducted in the order listed:

_____ Obtain briefing from the agency officials on agency expectations, concerns, and constraints.

_____ Obtain and carry out delegation of authority from the agency officials for overall management and direction of the incidents within the designated Area Command.

_____ If operating as a Unified Area Command, develop working agreement for how Area Commanders will function together.

_____ Delegate authority to Incident Commanders based on agency expectations, concerns, and constraints.

_____ Establish an Area Command schedule and timeline.

_____ Resolve conflicts between incident "realities" and agency officials "wants."

_____ Establish appropriate location for the Area Command facilities.

_____ Determine and assign an appropriate Area Command organization. Keep it manageable.

_____ Determine need for and assign Technical Specialists to support Area Command.

_____ Obtain incident briefing and IAPs from Incident Commanders (as appropriate).

_____ Assess incident situations prior to strategy meetings.

_____ Conduct a joint meeting with all Incident Commanders.

_____ Review objectives and strategies for each incident.

_____ Periodically review critical resource needs.

_____ Maintain close coordination with the agency officials, cooperating and assisting agencies, and other entities impacted by the Area Command.

_____ Establish priorities for critical resources.

_____ Review procedures for interaction with the Area Command.

_____ Approve Incident Commanders' requests for and release of critical resources.

_____ Coordinate and approve Demobilization Plans.

_____ Maintain log of major actions/decisions.

Topic	Area Commander

Rapid Assessment

The Area Commander must rapidly assess each incident and:

- **Ensure that incident action planning is addressing the priorities and direction set by the agency officials.**

- **Establish, in writing, priorities related to incidents as part of the delegation of authority.**

Unit 4:
Area Command

Visual 4.18

Visual Description: Rapid Assessment

Key Points

The Area Commander:

- Must rapidly assess the situation for each incident and ensure that Incident Action Planning is addressing the priorities and direction set by the agency officials.

- Should establish, in writing, priorities related to assigned incidents, based upon the priorities and directions set by agency officials. The agency priorities and direction may be part of the written delegation of authority.

Topic   Area Commander

Establishment of Priorities

- **Establishing priorities is one of the most important functions an Area Commander performs.**

- **Critical priorities may include those related to:**
  - **Life and property values at risk.**
  - **Allocating critically needed resources.**
  - **Demobilization.**

Unit 4:
Area Command   Visual 4.19

Visual Description: Establishment of Priorities

Key Points

Establishing priorities is one of the most important functions an Area Commander performs. When two or more incidents are competing for critical resources and services, someone must make quick decisions based on an objective analysis of the total situation. The intent is to establish critical priorities for the common good of the total situation.

The three different types of priorities that Area Command may need to establish relate to:

- Life and property values at risk.
- Allocating critically needed resources.
- Demobilization.

Topic	Area Commander

Incident Commanders & Critical Priorities

Why must Incident Commanders accept the need for Area Command to establish critical priorities?

Unit 4:
Area Command

Visual 4.20

Visual Description: Why must Incident Commanders accept the need for Area Command to establish critical priorities?

Key Points

Answer the following question:

Why must Incident Commanders accept the need for Area Command to establish critical priorities?

Topic   **Area Commander**

Area Commander Actions

The Area Commander should establish the following:

- **Incident and agency/jurisdictional priorities**
- **Priorities for assignments of critical resources**
- **Schedules of meetings and briefings**
- **Reports and Incident Action Plans**
- **Points of contact with agency officials**
- **Media relations and contact procedures**
- **Unusual situation or emergency procedures reporting**
- **Demobilization procedures**

Unit 4:
Area Command   Visual 4.21

**Visual Description:** Area Commander Actions

Key Points

Note the following key points:

- The Area Commander should develop procedures to be followed. These procedures should be reviewed with the respective Incident Commanders.

- The following should be established:

    - Incident and agency/jurisdictional priorities.
    - Priorities for assignments of critical resources.
    - Schedules of meetings and briefings.
    - Reports and Incident Action Plans.
    - Points of contact with agency officials.
    - Media relations and contact procedures.
    - Unusual situation or emergency procedures reporting.
    - Demobilization procedures.

| Topic | Area Command – Officers |

Visual Description: Area Command Officers: Public Information and Liaison Officers

Key Points
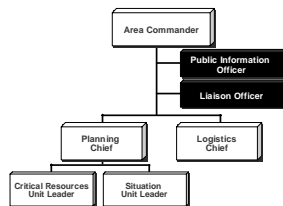
The Public Information Officer:

- Provides public information coordination between incident locations using the Joint Information System.
- Serves as the contact point for media requests.

The Liaison Officer maintains off-incident interagency contacts and coordination.

Remember: Area Command officers do not replace the Public Information Officer or Liaison Officer who are assigned to the Incident Commander at the scene.

Topic   **Area Command Planning Chief**

Visual Description: Area Command Planning Chief

Key Points

The Area Command Planning Chief is responsible for:
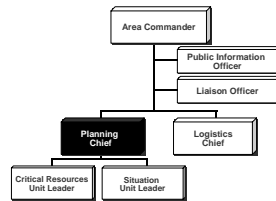
▪ Assembling information on individual incident objectives.
▪ Recommending the priorities for resource allocation.
▪ Maintaining status on critical resources.
▪ Ensuring that advance planning is being accomplished.
▪ Ensuring demobilization plans are coordinated.
▪ Preparing Area Command briefings, as requested.

The following positions may be assigned to assist the Area Command Planning Chief:

▪ **Area Command Critical Resources Unit Leader:** The Critical Resources Unit Leader tracks and maintains the status and availability of critical resources assigned to each incident under the Area Command.

▪ **Area Command Situation Unit Leader:** The Situation Unit Leader monitors the status of objectives for each incident or incident management team assigned to the area command.

Topic   **Area Command Logistics Chief**

Visual Description: Area Command Logistics Chief

Key Points

The Area Command Logistics Chief is responsible for:
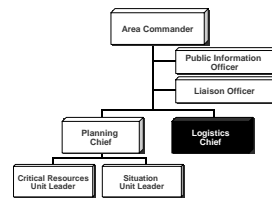
- Obtaining briefing from Area Commander.
- Providing facilities, services, and materials for Area Command.
- Ensuring coordinated communications are in place.
- Assisting in the development of Area Command decisions.
- Ensuring that critical resources are used effectively on a continuous basis.

Topic   **Area Command Technical Specialists**

Area Command Technical Specialists

- **Information and Intelligence Specialist**
- **Aviation Specialist**
- **Hazardous Materials Specialist**
- **Environmental Specialist**
- **Communications Specialist**

Unit 4:
Area Command   Visual 4.25

Visual Description: Area Command Technical Specialists

Key Points

Note the following key points:

- Technical specialists can be added to the Area Command organization. The addition of technical specialists will depend on the kinds of incidents involved.

- Technical specialists at the Area Command provide specific information and expertise relating to their specialty. For example, depending on the type of incidents involved, it may be useful to have the following specialists assigned to the Area Command team:

  - Information/Intelligence Specialist.
  - Hazardous Materials Specialist.
  - Environmental Specialist.
  - Communications Specialist.

Topic   **Area Command Meeting**

Area Command Meeting: Checklist (1 of 2)

- ✓ **General situation**
- ✓ **Incidents assigned**
- ✓ **Jurisdictional delegation of authority**
- ✓ **Assumption of command timing and notifications procedure**
- ✓ **Names and qualifications of assigned Incident Commanders**
- ✓ **Incidents operating under Unified Command**
- ✓ **Limitations on the Area Commander's authority over Incident Commanders (should be in the delegation of authority)**
- ✓ **Available IAPs**

Unit 4:
Area Command

Visual 4.26

Visual Description: Area Command Meeting Checklist

Key Points

Upon assignment, the Area Commander should arrange a meeting with the agency/jurisdiction officials. At this time, the Area Commander should determine the following:

- The general situation.
- Which incidents are assigned.
- The jurisdictional delegation of authority.
- The assumption of command timing and notifications procedure.
- The names and qualifications of assigned Incident Commanders.
- The incidents operating under Unified Command.
- The limitations on the Area Commander's authority over Incident Commanders (should be in the delegation of authority).
- The available IAPs.

Area Command Meeting: Checklist (2 of 2)

- ✓ **Policies, political factors, or other constraints**
- ✓ **Agency advisor assigned**
- ✓ **Area Command facility designated**
- ✓ **Status of communications systems to incidents and agency/jurisdictional headquarters**
- ✓ **Critical resource designations**
- ✓ **Policy and expectations for interaction with the media**
- ✓ **Area Command reporting responsibility to agency**
- ✓ **Schedules for required briefings and contacts**

Unit 4:
Area Command

Visual 4.27

Visual Description: Area Command Meeting Checklist

Key Points

The following items are covered in the Area Command meeting:

- Policies, political factors, or other constraints.
- Agency advisor assigned.
- Area Command facility designated.
- Status of communications systems to incidents and agency/jurisdictional headquarters.
- Critical resource designations.
- Policy and expectations for interaction with the media.
- Area Command's reporting responsibility to agency.
- Schedules for required briefings and contacts.

Topic	**Incident Commander Joint Meeting**

Incident Commander Joint Meeting

- **Obtain concise individual incident briefings.**
- **Explain the role and responsibilities of an Area Commander.**
- **Review policy and direction received from agency officials.**
- **Resolve any conflicts.**
- **Review appropriate procedures.**
- **Open for questions.**
- **Collect available IAPs and other essential documentation.**
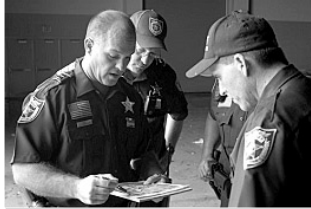
Unit 4:
Area Command

Visual 4.28

Visual Description: Incident Commander Joint Meeting

Key Points

The Area Commander should have an initial joint meeting with Incident Commanders. During the meeting the Area Commander should:

- Obtain concise individual incident briefings.
- Explain the role and responsibilities of an Area Commander.
- Review policy and direction received from agency officials.
- Resolve any conflicts.
- Review the appropriate procedures.
- Open for questions.
- Collect available IAPs and other essential documentation.

The Area Commander must ensure that all appropriate decisions and procedures are made clear to agency dispatchers and any other organizations involved in the Area Command. Concerns or unresolved issues (e.g., environmental issues, cost concerns, etc.) brought up at the meeting should immediately be discussed with agency officials.

Topic   **Demobilization Procedures**

Demobilization Procedures

- **Establish procedures with incidents and EOCs/multiagency coordination centers on demobilization.**
- **Determine demobilization priorities and procedure for handling critical resources.**
- **Provide incidents with a list of critical resources and instructions for clearing releases with Area Command.**
- **Incidents must provide Area Command with copies of demobilization schedules.**

Unit 4:
Area Command

Visual 4.29

Visual Description: Demobilization Procedures

Key Points

Note the following key points:

- The Area Command involvement in the demobilization process is important. Area Command does not demobilize resources directly. Rather, the role of Area Command is to coordinate the demobilization of critical resources with the Incident Commanders. Demobilization planning should begin at the incident level based on priorities and procedures established with Area Command.

- A primary purpose of Area Command is to ensure that critical personnel and equipment resources being released from demobilizing incidents can be made available to other active or growing incidents.

- Another purpose is to ensure that transportation resources and other services are not being duplicated. Resources from an agency or jurisdiction that may have been divided to support other incidents should be consolidated during demobilization, when feasible.

- Written instructions should identify critical resources and provide instructions for clearing those resources with Area Command before demobilization.

- Incident Commanders should provide copies of their demobilization schedules to the Area Command prior to actual demobilization, and then wait for approval.

| **Topic** | **Activity: Establishing Area Command** |

Activity: Establishing Area Command

Instructions:

1. **Working as a team, review the scenario and map in your Student Manuals.**

2. **Complete the following steps:**
   - **Develop an Area Command organizational chart and staffing requirements.**
   - **Describe Area Command facility and support needs.**
   - **Develop procedures to be given to Incident Commanders.**
   - **Establish resource priorities.**
   - **Develop a list of questions you would like to ask agency officials at the next briefing.**

3. **Select a spokesperson and be prepared to present your work in 60 minutes.**

Unit 4:   Visual 4.30
Area Command

Visual Description: Activity: Establishing Area Command

Key Points

Instructions:

1. Working as a team, review the scenario and map in your Student Manuals.

2. Complete the following steps:
   - Develop an Area Command organizational chart and staffing requirements.
   - Describe Area Command facility and support needs.
   - Develop procedures to be given to Incident Commanders.
   - Establish resource priorities.
   - Develop a list of questions you would like to ask agency officials at the next briefing.

3. Select a spokesperson and be prepared to present your work in 60 minutes.

Topic   **Activity: Establishing Area Command**

Scenario

The Murkey River flows south through the Granite Mountain foothills and then through Prosperous Valley. Severe weather followed by flooding caused by the emergency release of water at a weakened upstream dam has caused several major incidents along the east bank of the river in Jackson County. More rain and wind is expected during the next several days.

- The county jail and juvenile detention facility has suffered extensive damage. All electrical power and water is out. Population is 450 adult males, 175 females, and 250 male juveniles. Relocation may be required. Only cold meals and limited water are available. A county sheriff's captain is the Incident Commander.

- A ten-block area of Baytown has had extensive flooding. Search and rescue and evacuations are underway. There is no electrical power and the water and sewer systems have been damaged. An incident complex has been established to cover several incidents in this area. The Baytown Police Department has designated an Incident Commander from the department.

- A southbound train was derailed at Saunders Junction due to a bridge being undermined. Several cars are overturned. A tank car with an unknown chemical is on its side in the river and leaking. This incident is operating under a Unified Command consisting now of the county fire and sheriff.

- In Fryville, a gas leak ignited, causing a fire in a major grocery chain warehouse. Several people have been injured and there is a danger of fire spread to adjacent buildings. Water pressure is low. The Fryville Volunteer Fire Department Chief is the Incident Commander.

There is currently a major problem with sharing limited resources between these incidents. Many volunteers have come forward, and the Incident Commanders are looking for ways to organize and use them effectively. Several news media representatives are on the scene at the various incidents.

Scenario Map
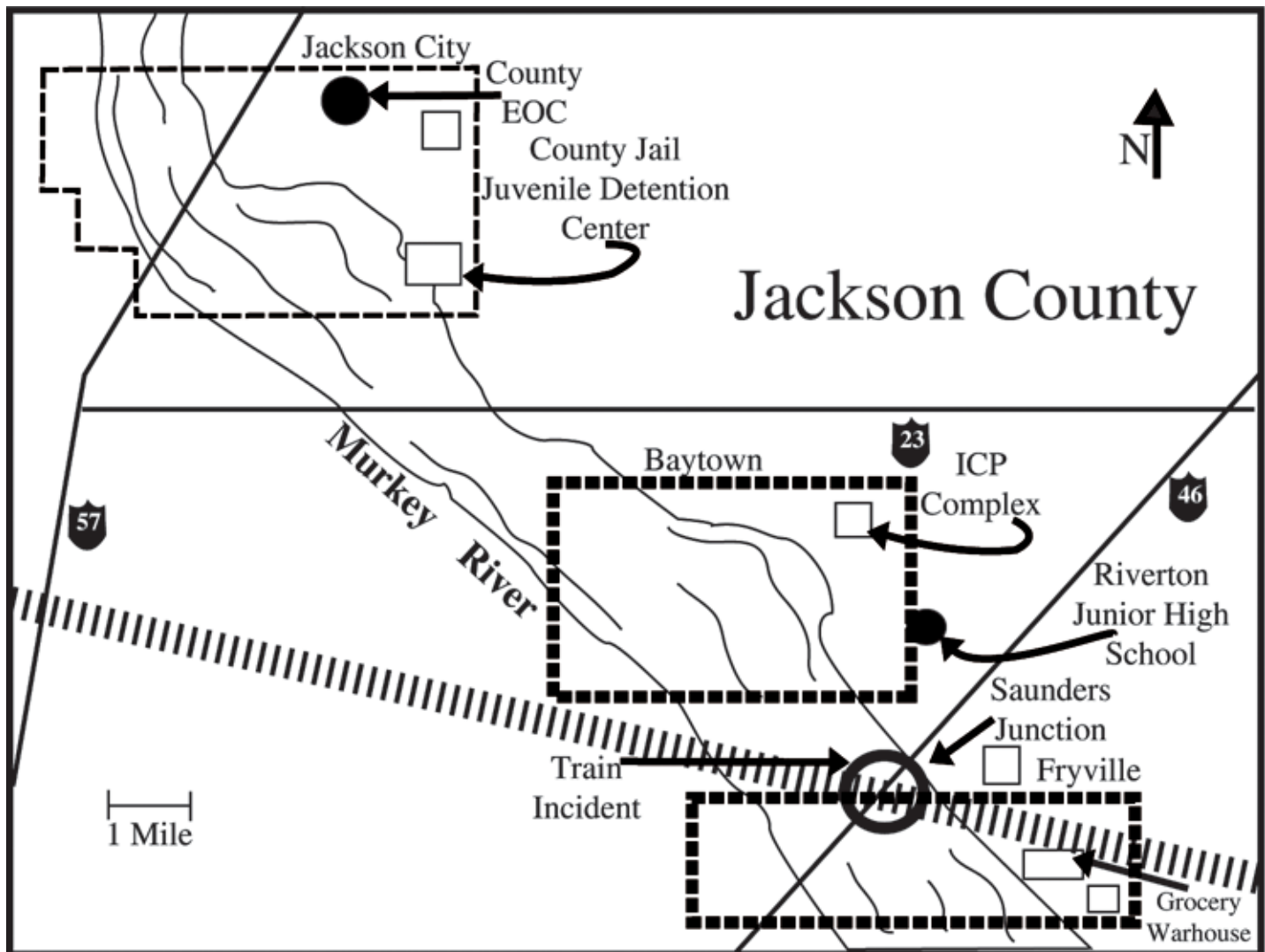
Topic **Summary**

Summary

Are you now able to:

- **Define Area Command?**
- **List the principal advantages of using Area Command?**
- **Describe how, when, and where Area Command would be established?**
- **Describe the Area Command organization?**
- **Identify six primary functional responsibilities of Area Command?**
- **Given a scenario, develop an Area Command organization?**

Unit 4:
Area Command

Visual 4.31

Visual Description: Summary

Key Points

Are you now able to:

- Define Area Command?
- List the principal advantages of using Area Command?
- Describe how, when, and where Area Command would be established?
- Describe the Area Command organization?
- Identify six primary functional responsibilities of Area Command?
- Given a scenario, develop an Area Command organization?

The next unit presents information about multiagency coordination.

Unit 5: Multiagency Coordination

Topic   **Unit Introduction**

Unit 5:
Multiagency Coordination

Visual Description: Unit Introduction

Key Points

This unit discusses the importance of multiagency coordination, and provides alternative organizational structures to facilitate multiple agencies working together.

| **Topic** | **Unit Objectives** |

Unit Objectives (1 of 2)

- **Describe the kinds of incident/event management problems that can occur due to a lack of multiagency coordination.**
- **Define essential terms related to multiagency coordination.**
- **Identify the major guidelines for establishing and using multiagency coordination groups and systems.**
- **Provide examples of the different levels at which multiagency coordination is commonly accomplished.**
- **Identify the primary components of a multiagency coordination system.**

Unit 5:
Multiagency Coordination

Visual 5.2

Visual Description: Unit Objectives

Key Points

By the end of this unit, you should be able to:

- Describe the kinds of incident/event management problems that can occur due to a lack of multiagency coordination.
- Define essential terms related to multiagency coordination.
- Identify the major guidelines for establishing and using multiagency coordination groups and systems.
- Provide examples of the different levels at which multiagency coordination is commonly accomplished.
- Identify the primary components of a multiagency coordination system.

Topic	Unit Objectives

Unit Objectives (2 of 2)

- **Describe examples of entities that may provide multiagency coordination.**
- **List the responsibilities of multiagency coordination entities.**
- **Identify principal positions within a multiagency coordination system.**
- **Identify differences between Area Command, Unified Command, and multiagency coordination entities.**

Unit 5:
Multiagency Coordination

Visual 5.3

Visual Description: Unit Objectives

Key Points

By the end of this unit, you should be able to:

- Describe examples of entities that may provide multiagency coordination.
- List the responsibilities of multiagency coordination entities.
- Identify principal positions within a multiagency coordination system.
- Identify differences between Area Command, Unified Command, and multiagency coordination entities.

Topic   **Multiagency Coordination: Overview**

Multiagency Coordination Challenges

Past Challenges
- Different policies and procedures
- Lack of a common response organizational structure
- Lack of coordinated incident planning
- Lack of interagency communications
- Differences in terminology
- Lack of resource information
- Unfamiliarity with other organizations
- Little previous interagency training
- Lack of procedures for including private and nongovernmental organizations

Continuing Challenges
- Increasing incident complexity
- Complex and confusing legal authorities
- Increasing litigation
- Increasing response costs
- High property losses
- Life, health, safety issues
- Deteriorating public view of government
- Intense media and public scrutiny
- Political, legislative, and budgetary ramifications

Unit 5:
Multiagency Coordination   Visual 5.4

Visual Description: Multiagency Coordination Challenges

Key Points

ICS and the associated Area Command and multiagency coordination structures were developed during the 1970s to overcome some very serious interjurisdictional coordination problems. These problems were evident even among agencies sharing the same mission, such as fire agencies on large urban interface fires, or law enforcement agencies during large civil disturbances.

The visual lists the past and continuing challenges affecting the ability of organizations to work together effectively on major incidents:

Past Challenges	Continuing Challenges
▪ Different policies and procedures ▪ Lack of a common response organizational structure ▪ Lack of coordinated incident planning ▪ Lack of interagency communications ▪ Differences in terminology ▪ Lack of resource information ▪ Unfamiliarity with other organizations ▪ Little previous interagency training ▪ Lack of procedures for including private and nongovernmental organizations	▪ Increasing incident complexity ▪ Complex and confusing legal authorities ▪ Increasing litigation ▪ Increasing response costs ▪ High property losses ▪ Life, health, safety issues ▪ Deteriorating public view of government ▪ Intense media and public scrutiny ▪ Political, legislative, and budgetary ramifications.

Topic **Multiagency Coordination: Overview**

Multiagency Coordination (MAC) System

A MAC system is . . .

> **. . . a combination of facilities, equipment, personnel, procedures, and communications integrated into a common system with responsibility for coordinating and supporting domestic incident management activities.**

Unit 5:
Multiagency Coordination

Visual 5.5

Visual Description: Multiagency Coordination (MAC) System

Key Points

The National Incident Management System (NIMS) describes multiagency coordination (MAC) systems as:

"a combination of facilities, equipment, personnel, procedures, and communications integrated into a common system with responsibility for coordinating and supporting domestic incident management activities."

The NIMS also states, "The primary functions of multi-agency coordination systems are to support incident management policies and priorities, facilitate logistics support and resource tracking, inform resource allocation decisions using incident management priorities, coordinate incident related information, and coordinate interagency and intergovernmental issues regarding incident management policies, priorities, and strategies."

| Topic | Multiagency Coordination: Overview |

A System . . . Not a Facility

On-Scene Command

Multiagency Coordination

Emergency Ops Centers/ Dispatch

Resource Coordination Centers

Coordination Entities/Groups
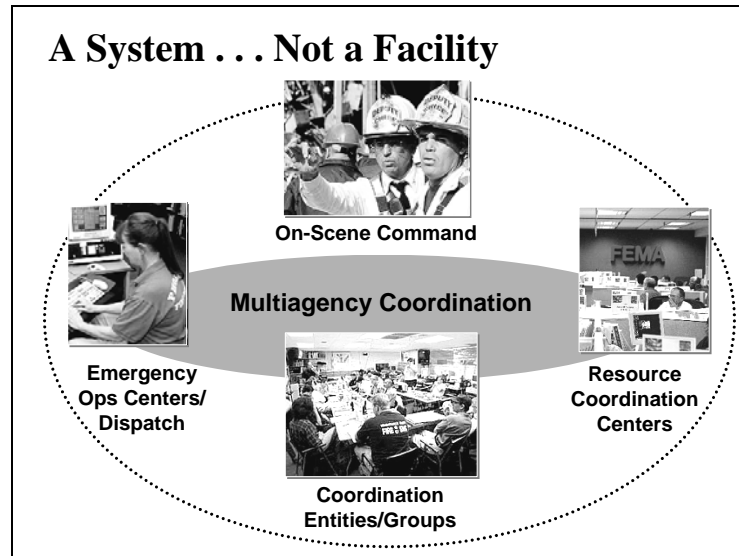
Visual Description: A System . . . Not a Facility (Shows a circle with the words "Multiagency Coordination System in the center and on-scene command, resource coordination centers, coordination entities/groups, and emergency ops centers/dispatch on the outer perimeter.)

Key Points

A multiagency coordination system is not a physical location or facility. Rather, a multiagency coordination system includes all components involved in managing events or incidents.

A multiagency coordination system may include:

- On-scene command structure and responders.
- Multiagency coordination.
  - Resource coordination centers.
  - Coordination entities/groups.
  - Emergency Operations Centers (EOCs).
  - Dispatch.

| Topic | Multiagency Coordination: Overview |

Command vs. Coordination

> **Direct tactical and operational responsibility for conducting incident management activities rests with the Incident Command/Area Command.**

Visual Description: Command vs. Coordination

Key Points

Direct tactical and operational responsibility for conducting incident management activities rests with the Incident Command/Area Command.

The Area Command is responsible for the incident, while Incident Commander(s) implement the direct tactical and operational activities.

Answer the following question:

Why is it important to keep the command role solely with the Incident Command/Area Command?

Multiagency Coordination System Levels

Coordination Entity

Decisionmaking

- Consists of agency policy representatives with decisionmaking authority.
- Provides policy direction.
- Resolves issues.
- Ensures resource allocation.

Coordination Center

Operational Support

- Consists of agency representatives with operational authority.
- Provides support and coordination.
- Facilitates logistics support and resource tracking.
- Gathers and provides information.
- Implements multiagency coordination entity decisions.

Unit 5:
Multiagency Coordination

Visual 5.8

Visual Description: Multiagency Coordination System Levels

Key Points

The differences between a coordination entity and a coordination center are explained below:

- **Multiagency Coordination Entity:** Consists of agency policy representatives with decisionmaking authority who facilitate strategic coordination by:
    - Providing policy direction.
    - Resolving issues.
    - Ensuring resource allocation.

- **EOCs/Multiagency Coordination Center:** Consists of agency representatives who provide operational support and coordination by:
    - Facilitating logistics support and resource tracking.
    - Gathering and providing information.
    - Implementing multiagency coordination entity decisions.

Note: The decisionmakers within a Multiagency Coordination (MAC) Group or at an Emergency Operations Center function as a coordination entity.

Source: National Response Plan

Topic   **Multiagency Coordination System**

Examples: Coordination Entities & Centers

Coordination Entities	Coordination Centers
▪ Crisis Action Teams ▪ Policy Committees ▪ MAC Group ▪ Joint Field Office Coordination Group ▪ Interagency Incident Management Group	▪ Emergency Operations Centers ▪ Joint Operations Center ▪ Joint Field Office ▪ Joint Information Center ▪ Regional Response Coordination Center ▪ National Response Coordination Center ▪ Homeland Security Operations Center

Unit 5:
Multiagency Coordination   Visual 5.9

Visual Description: Examples: Coordination Entities & Centers

Key Points

Refer to the following examples of coordination organizations:

Coordination Entities	Coordination Centers
▪ Crisis Action Teams ▪ Policy Committees ▪ MAC Group ▪ Joint Field Office Coordination Group ▪ Interagency Incident Management Group	▪ Emergency Operations Centers ▪ Joint Operations Center ▪ Joint Field Office ▪ Joint Information Center ▪ Regional Response Coordination Center ▪ National Response Coordination Center ▪ Homeland Security Operations Center

Refer to the next pages for additional information about selected coordination entities and centers.

Topic   **Multiagency Coordination System**

Multiagency Coordination Entities	
MAC Group	A MAC Group functions within the multiagency coordination system, which interacts with agencies or jurisdictions, not with incidents. MACS are useful for regional situations. A MAC Group can be established at a jurisdictional EOC or at a separate facility.
JFO Coordination Group	Utilizing the NIMS principle of Unified Command, JFO activities are directed by a JFO Coordination Group, which may include Federal officials with primary jurisdictional responsibility or functional authority for the incident. The JFO Coordination Group also includes a limited number of principal State, local, and tribal officials (such as the State Coordinating Officer), as well as nongovernmental and private-sector representatives. The JFO Coordination Group is a multiagency coordination entity and works jointly to establish priorities among the incidents and associated resource allocations, resolve agency policy issues, and provide strategic guidance to support Federal incident management activities. The exact composition of the JFO Coordination Group is dependent on the nature and magnitude of the incident.
Interagency Incident Management Group (IIMG)	The IIMG is a Federal headquarters-level multiagency coordination entity that facilitates Federal domestic incident management for Incidents of National Significance. The Secretary of Homeland Security activates the IIMG based on the nature, severity, magnitude, and complexity of the threat or incident. The Secretary of Homeland Security may activate the IIMG for high-profile, large-scale events that present high-probability targets, such as National Special Security Events (NSSEs), and in heightened threat situations. The IIMG is comprised of senior representatives from DHS components, other Federal departments and agencies, and nongovernmental organizations, as required. The IIMG membership is flexible and can be tailored or task-organized to provide the appropriate subject-matter expertise required for the specific threat or incident. The IIMG expands on the functions performed by the Catastrophic Disaster Response Group (CDRG).
Multiagency Coordination Centers	
Emergency Operations Centers (EOC)	The physical location at which the coordination of information and resources to support local incident management activities normally takes place. Also called Expanded Dispatch, Emergency Command and Control Centers, etc. EOCs are used in various ways at all levels of government and within private industry to provide coordination, direction, and control during emergencies. EOC facilities can be used to house Area Command and multiagency activities, as determined by agency or jurisdiction policy.
Joint Operations Center (JOC)	In the event of a terrorist incident, the FBI establishes the JOC to coordinate and direct law enforcement and criminal investigation activities related to the incident.

(Continued on next page.)

Topic	Multiagency Coordination System

Multiagency Coordination Centers (Continued)	
Joint Field Office (JFO)	The JFO is a temporary Federal facility established locally to coordinate operational Federal assistance activities to the affected jurisdiction(s) during Incidents of National Significance. The JFO is a multiagency center that provides a central point of coordination for Federal, State, local, tribal, nongovernmental, and private-sector organizations with primary responsibility for threat response and incident support and coordination. The JFO enables the effective and efficient coordination of Federal incident-related prevention, preparedness, response, and recovery actions. The JFO replaces the Disaster Field Office (DFO) and accommodates all entities (or their designated representatives) essential to incident management, information-sharing, and the delivery of disaster assistance and other support.
Joint Information Center (JIC)	The JIC is a facility where the Public Information Officer(s) and staff can coordinate and provide information on the incident to the public, media, and other agencies.
Regional Response Coordination Center (RRCC)	The RRCC is a standing facility operated by FEMA that is activated to coordinate regional response efforts, establish Federal priorities, and implement local Federal program support. The RRCC establishes communications with the affected State emergency management agency and the National Response Coordination Center, coordinates deployment of the Emergency Response Team-Advance Element (ERT-A) to field locations, assesses damage information, develops situation reports, and issues initial mission assignments. The RRCC operates until a JFO is established in the field and/or the Principal Federal Officer, Federal Coordinating Officer, or Federal Resource Coordinator can assume their NRP coordination responsibilities. The RRCC replaces the Regional Operations Center.
National Response Coordination Center (NRCC)	The NRCC is a multiagency center that provides overall Federal response coordination for Incidents of National Significance and emergency management program implementation (including both Stafford Act and non-Stafford Act incidents). FEMA maintains the NRCC as a functional component of the Homeland Security Operations Center (HSOC) in support of incident management operations. The NRCC replaces the Emergency Support Team.
Homeland Security Operations Center (HSOC)	The HSOC is the primary national hub for domestic incident management operational coordination and situational awareness. The HSOC is a standing 24/7 interagency organization fusing law enforcement, national intelligence, emergency response, and private-sector reporting. The HSOC facilitates homeland security information-sharing and operational coordination with other Federal, State, local, tribal, and nongovernment EOCs.

Topic | **Multiagency Coordination System**

Multiagency Coordination: Simple to Complex

A coordination system:

- **May be as simple as a teleconference, or**
- **May require an assembled group and associated support systems.**

Unit 5:
Multiagency Coordination

Visual 5.10

Visual Description: Multiagency Coordination: Simple to Complex

Key Points

A coordination system may:

- Be as simple as a teleconference, or
- Require an assembled group and associated support systems.

Discussion Question

> **What can the policy-makers within a multiagency coordination entity do to facilitate their decisionmaking process?**

Visual Description: What can the policymakers within a multiagency coordination entity do to facilitate their decisionmaking process?

Key Points

The primary function of the multiagency coordination entity is to set policies and make decisions. Given that the group members are from different agencies, it is important that they work together effectively.

Answer the following question:

What can the policymakers within a multiagency coordination entity do to facilitate their decisionmaking process?

| Topic | Multiagency Coordination System |

Criteria for Determining Incident Priorities

Coordination entities set priorities by considering factors that include:

- **Threat to life.**
- **Real property threatened.**
- **High damage potential.**
- **Incident complexity.**
- **Environmental impact.**
- **Others, as established by the coordination entity.**

Unit 5:
Multiagency Coordination

Visual 5.12

Visual Description: Criteria for Determining Incident Priorities

Key Points

Review the following criteria for setting priorities:

- Threat to life.
- Real property threatened.
- High damage potential.
- Incident complexity.
- Environmental impact.
- Others, as established by the coordination entity.

| Topic | Multiagency Coordination System |

Visual Description: Coordination Among Agencies

Key Points

Review the following scenario:

A wide-area search is underway for a child who is missing. The search covers the areas shown on the map.

Answer the following questions:

What agencies may be part of the MAC system?

What activities are being coordinated?

| Topic | Multiagency Coordination System |

Terminology Review

How does Area Command differ from a multiagency coordination system?

Where is Unified Command applied?

Unit 5:
Multiagency Coordination

Visual 5.14

Visual Description: Terminology Review: How does Area Command differ from a multiagency coordination system? Where is Unified Command applied?

Key Points

Answer the following questions:

How does Area Command differ from a multiagency coordination system?

Where is Unified Command applied?

Topic   **Coordinating Structures**

Federal Coordinating Structures

The Homeland Security Act of 2002 and HSPD-5 mandated a comprehensive national approach to domestic incident management through the development of a National Response Plan (NRP) and National Incident Management System (NIMS).

NATIONAL INCIDENT MANAGEMENT SYSTEM
March 5, 2004
Homeland Security

National Response Plan
Homeland Security

Unit 5:
Multiagency Coordination   Visual 5.15
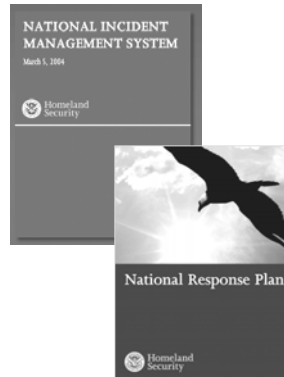
Visual Description: Federal Coordinating Structures

Key Points

The Homeland Security Act of 2002 and Homeland Security Presidential Directive (HSPD)-5 mandated a comprehensive national approach to domestic incident management through the development of a National Response Plan (NRP) and National Incident Management System (NIMS).

HSPD-5 directs the Secretary of Homeland Security to develop and administer a National Incident Management System (NIMS). According to HSPD-5:

"This system will provide a consistent nationwide approach for Federal, State, and local governments to work effectively and efficiently together to prepare for, respond to, and recover from domestic incidents, regardless of cause, size, or complexity. To provide for interoperability and compatibility among Federal, State, and local capabilities, the NIMS will include a core set of concepts, principles, terminology, and technologies covering the incident command system; multiagency coordination systems; unified command; training; identification and management of resources (including systems for classifying types of resources); qualifications and certification; and the collection, tracking, and reporting of incident information and incident resources."

Topic   **Coordinating Structures**

Federal Coordinating Structures

- **NIMS: Standardizes incident management processes, protocols, and procedures for use by all responders.**

- **NRP: Establishes . . .**
  - **Federal coordination structures/mechanisms.**
  - **Direction for incorporation of existing plans.**
  - **Consistent approach to managing incidents.**

Unit 5:
Multiagency Coordination   Visual 5.16

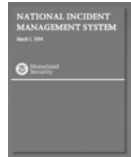**Visual Description:** Federal Coordinating Structures

Key Points

Note the following key points:

- **The National Incident Management System (NIMS):**

  - Is a consistent, nationwide approach for Federal, State, tribal, and local governments to work effectively and efficiently together to prepare for, prevent, respond to, and recover from domestic incidents, regardless of cause, size, or complexity.

  - Aligns command, control, organization structure, terminology, communication protocols, resources, and resource-typing for synchronization of response efforts at all echelons of government.

  - **Is used for all events.**

- **The National Response Plan (NRP):**

  - Is an all-hazards plan for integrating and applying Federal resources before, during, and after an incident.

  - Is activated only for Incidents of National Significance.

Topic   **Coordinating Structures**
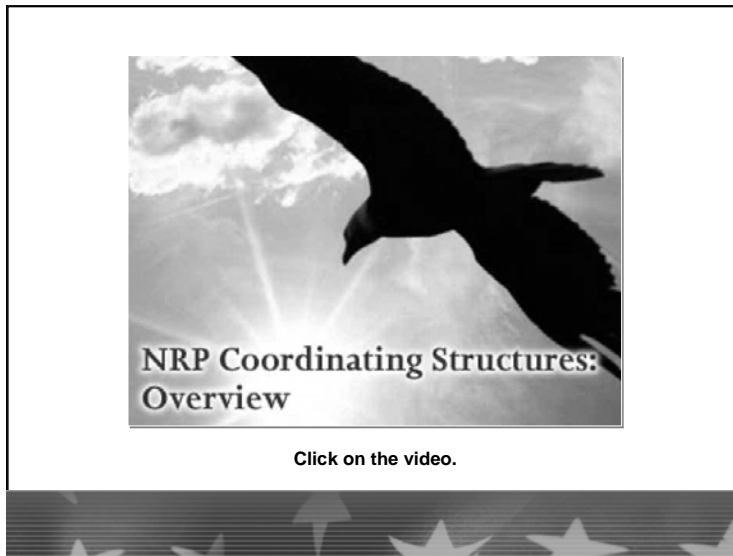
Visual Description: NRP Coordinating Structures: Overview Video

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Key Points

Video Presentation

<u>**Video Transcript**</u>

As you learned earlier, a basic premise of the NRP is that incidents are generally handled at the lowest jurisdictional level possible. Police, fire, public health and medical, emergency management, and other personnel are responsible for incident management at the local level.

The Incident Command Post coordinates response activities with support from local and State Emergency Operations Centers. In some instances, a Federal agency may act as a first responder and may provide direction or assistance consistent with its specific statutory authorities and responsibilities.

During actual or potential Incidents of National Significance, the Secretary of Homeland Security is responsible for overall coordination of Federal incident management activities. The Secretary utilizes multiagency coordination structures, as defined in the National Incident Management System, at the national, regional, and field levels to coordinate efforts and provide appropriate support.

Video Transcript (Continued)

At the national level, incident information-sharing, operational coordination, and deployment of Federal resources are coordinated by the Homeland Security Operations Center, referred to as the HSOC. Strategic-level interagency incident management coordination and course-of-action development are supported by the Interagency Incident Management Group, or IIMG. The IIMG also serves as an advisory body to the Secretary of Homeland Security.

The National Response Coordination Center works closely with the HSOC and IIMG to coordinate the deployment of Federal resources and to support the efforts of regional and field components. At the regional level, interagency resource coordination and multiagency incident support are provided by the Regional Response Coordination Center.

At the local level, the Joint Field Office, or JFO, is a temporary Federal facility established in or near the affected jurisdictions during Incidents of National Significance. The JFO serves as a central point of coordination for Federal support to incident management activities.

NRP coordinating structures are designed to support the complete spectrum of incident management activities, including prevention, preparedness, response, recovery, and mitigation.

Topic   **Coordinating Structures**

Command and Coordination Framework

	Field Level	Regional Level	National Level

Coordination Structures

Multiagency Coordination Entity
- Strategic coordination
- Prioritization between incidents and associated resource allocation
- Focal point for issue resolution

JFO Coordination Group

Interagency Incident Management Group (IIMG)

EOCs/Multiagency Coordination Centers
- Support and coordination
- Identifying resource shortages and issues
- Gathering and providing information
- Implementing multiagency coordination entity decisions

Local Emergency Ops Center (EOC)

State Emergency Ops Center (EOC)

Joint Field Office (JFO)

Regional Response Coordination Center (RRCC)

Homeland Security Operations Center (HSOC)

National Response Coordination Center (NRCC)

Command Structures

Incident Command
- Directing on-scene emergency management

Area Command

Incident Command Post

Incident Command Post

Incident Command Post

Visual Description: Command and Coordination Framework

Key Points

The diagram on the visual is an excerpt from the National Response Plan and graphically depicts all of the command and coordination structures described in the video presentation. (A large version of this diagram appears on the next page.)

Note the following elements:

- **Command Structures:** Include the Incident Command Post and the Area Command.

- **Coordination Structures:** Include the EOCs/Multiagency Coordination Centers and Multiagency Coordination Entities.

Note that the solid lines represent command relationships while the dotted lines represent communication and coordination relationships.

Topic | **Coordinating Structures**

Command and Coordination Framework

	Field Level	Regional Level	National Level

Coordination Structures

Multiagency Coordination Entity
- **Strategic coordination**
- **Prioritization between incidents and associated resource allocation**
- **Focal point for issue resolution**

JFO Coordination Group (Field Level)

Interagency Incident Management Group (IIMG) (National Level)

EOCs/Multiagency Coordination Centers
- **Support and coordination**
- **Identifying resource shortages and issues**
- **Gathering and providing information**
- **Implementing multiagency coordination entity decisions**

Local Emergency Ops Center (EOC) | **State Emergency Ops Center (EOC)** | **Joint Field Office (JFO)** | **Regional Response Coordination Center (RRCC)** | **Homeland Security Operations Center (HSOC)**

National Response Coordination Center (NRCC)

Command Structures

Incident Command
- **Directing on-scene emergency management**

Area Command

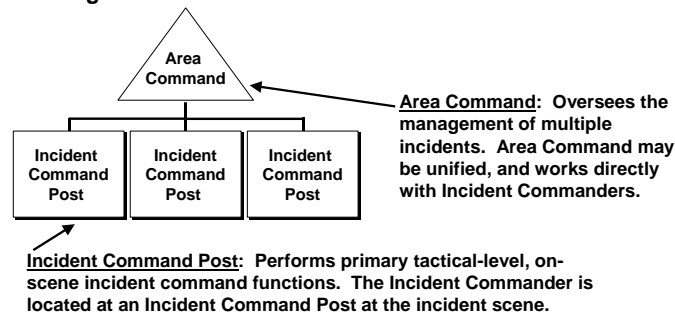**Incident Command Post** | **Incident Command Post** | **Incident Command Post**

Caption: Command and Coordination structures described in the video presentation. Note: See earlier table on pages 5.10 and 5.11 for a list of all the structures included within this chart.

Topic   **Coordinating Structures**

Command Structures

Command structures direct on-scene emergency management.

Area Command

Incident Command Post   Incident Command Post   Incident Command Post

Area Command: Oversees the management of multiple incidents. Area Command may be unified, and works directly with Incident Commanders.

Incident Command Post: Performs primary tactical-level, on-scene incident command functions. The Incident Commander is located at an Incident Command Post at the incident scene.

Unit 5:
Multiagency Coordination   Visual 5.19

Visual Description: Command Structures

Key Points

Command structures direct on-scene emergency management. Refer to the following command structures:
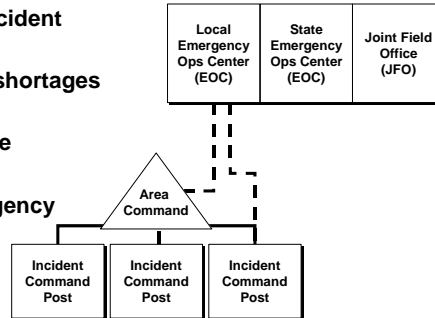
- **Incident Command Post:** Performs primary tactical-level, on-scene incident command functions. The Incident Commander is located at an Incident Command Post at the incident scene.

- **Area Command:** Oversees the management of multiple incidents. Area Command may be Unified, and works directly with Incident Commanders.

Source: National Response Plan

EOCs/Multiagency Coordination Centers

- **Provide support and coordination to incident command.**
- **Identify resource shortages and issues.**
- **Gather and provide information.**
- **Implement multiagency coordination entity decisions.**

Local Emergency Ops Center (EOC)   State Emergency Ops Center (EOC)   Joint Field Office (JFO)

Area Command

Incident Command Post   Incident Command Post   Incident Command Post

Unit 5:
Multiagency Coordination   Visual 5.20

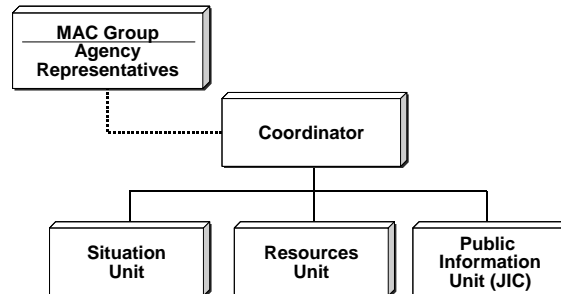**Visual Description:** EOCs/Multiagency Coordination Centers

Key Points

Multiagency coordination centers/EOCs, as defined in NIMS, provide central locations for operational information sharing and resource coordination in support of on-scene efforts.

At the "field level" the following multiagency coordination centers/EOCs operate:

- **Local Emergency Operations Center (EOC).** The physical location at which the coordination of information and resources to support local incident management activities normally takes place.

- **State Emergency Operations Center (EOC).** The physical location at which the coordination of information and resources to support State incident management activities normally takes place.

- **Joint Field Office (JFO).** The JFO is a temporary Federal facility established locally to coordinate operational Federal assistance activities to the affected jurisdiction(s) during Incidents of National Significance. The JFO is a multiagency center that provides a central point of coordination for Federal, State, local, tribal, nongovernmental, and private-sector organizations with primary responsibility for threat response and incident support and coordination. The JFO enables the effective and efficient coordination of Federal incident-related prevention, preparedness, response, and recovery actions. The JFO replaces the Disaster Field Office (DFO) and accommodates all entities (or their designated representatives) essential to incident management, information-sharing, and the delivery of disaster assistance and other support.

Source: National Response Plan

| **Topic** | **Coordinating Structures** |

Example: Wildland Fire Coordination Entity

Visual Description: Example: Wildland Fire Coordination Entity
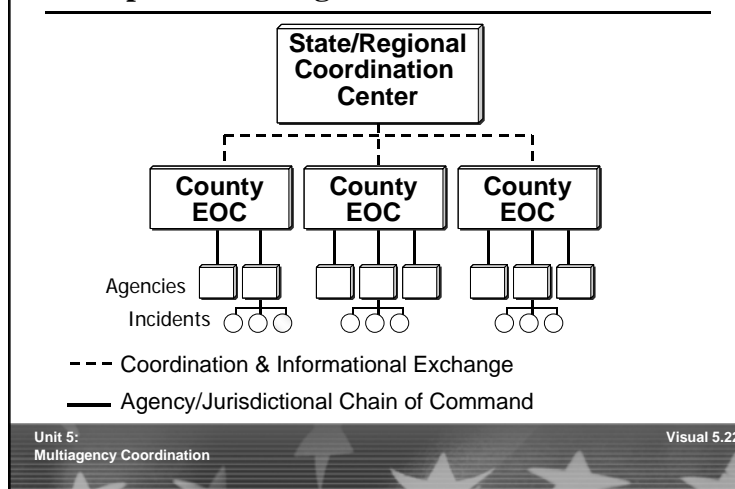
Key Points

The organizational structure shown on visual is an example of a multiagency coordination entity for a wildland fire.

Note the following key points:

- The role of the MAC Group depends on the goals and desires of the agencies involved, the working relationships that are established, the benefits desired, and the type and phase of emergency. Some incidents are of rapid and unforeseen onset, offering little opportunity to activate a MAC Group during the initial response phase. Others, such as hurricanes, offer a substantial warning period, during which a MAC Group may be of significant value.

- The role can be tailored to the incident. For example: During an interface fire, a MAC Group could allocate critical resources, and coordinate information internally and with the media. A MAC Group convened following a flash flood may deal only with coordinating information and governmental decisionmaking concerning priorities for recovery. A MAC Group activated for a drought may deal only with information dissemination to ensure standardized conservation.

- Most of the features and the five primary functions of ICS are appropriate for use at the EOC or MAC entity levels. These features include span of control, management by objectives, and action planning. Regardless of the specific organizational structure used, EOCs should include the following core functions: coordination; communications; resource dispatch and tracking; and information collection, analysis, and dissemination.

Topic   **Coordinating Structures**

Wildland Fire Coordination Entity: Sample Responsibilities

MAC Group	▪ Establish priorities between incidents and critical resource distribution. ▪ Prioritize, acquire, and allocate critical resources. ▪ Ensure communications systems integration. ▪ Coordinate information. ▪ Coordinate and resolve policy issues. ▪ Provide strategic coordination, as required. Notes: ▪ Members are agency administrators or designees from the agencies involved in providing resources to the incidents. ▪ Members do not communicate on a direct basis with Incident Commanders.
Coordinator	▪ Facilitates the MAC Entity Group decision process by obtaining, developing, and displaying situation information. ▪ Fills and supervises necessary MAC Entity Group positions. ▪ Acquires and manages the facilities and equipment necessary to carry out the MAC Entity Group functions. ▪ Implements the decisions made by the MAC Entity Group.
Situation Unit	▪ Maintains incident situation status. ▪ Maintains information on environmental issues and sensitive populations or areas. ▪ Maintains information on conditions that affect incident operations. ▪ Requests/obtains resource status information. ▪ Combines, summarizes, and displays incident data. ▪ Develops projections of future incident activity.
Resource Unit	▪ Maintains current information on the numbers of personnel and major items of equipment committed to incidents and/or available for assignment. ▪ Identifies both critical and excess resources. ▪ Provides resource summary information to the Situation Unit, as requested. ▪ Researches sources and locations of additional critical resources, as necessary.
Public Information Unit	▪ Develops accurate and complete information on the incident for both internal and external consumption. ▪ Perform a key public-information monitoring role. ▪ Participates in the Joint Information System (JIS).

| **Topic** | **Coordinating Structures** |

Example: State/Regional Coordination Center

Visual Description: Example: State/Regional Coordination Center
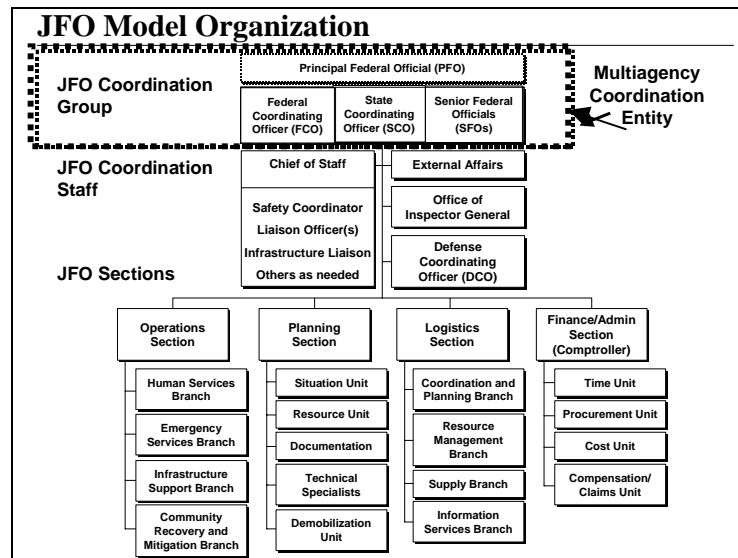
Key Points

The diagram on the visual shows a State or regional coordination center may be supporting several EOCs.

Note the following key points:

- A multiagency coordination center and entity may be established within a single political subdivision (e.g., a city or county) and will quite likely be established at the jurisdiction's EOC.

- Many jurisdictions, agencies, and departments maintain EOCs as the physical location from which coordination of information and resources to support incident management is directed. Organizational structure varies, but regardless of the specific organizational structure used, EOCs should include the following core functions: coordination; communications; resource dispatch and tracking; and information collection, analysis, and dissemination. EOCs are a key multi-organizational coordination point, and must have communications between the IC(s) or Unified Command(s), as well as among and between other EOCs and multi-agency coordinating entities.

- A regional MAC entity that is part of a State system of emergency management could assist in the coordination for both response and recovery operations.

| Topic | Coordinating Structures |

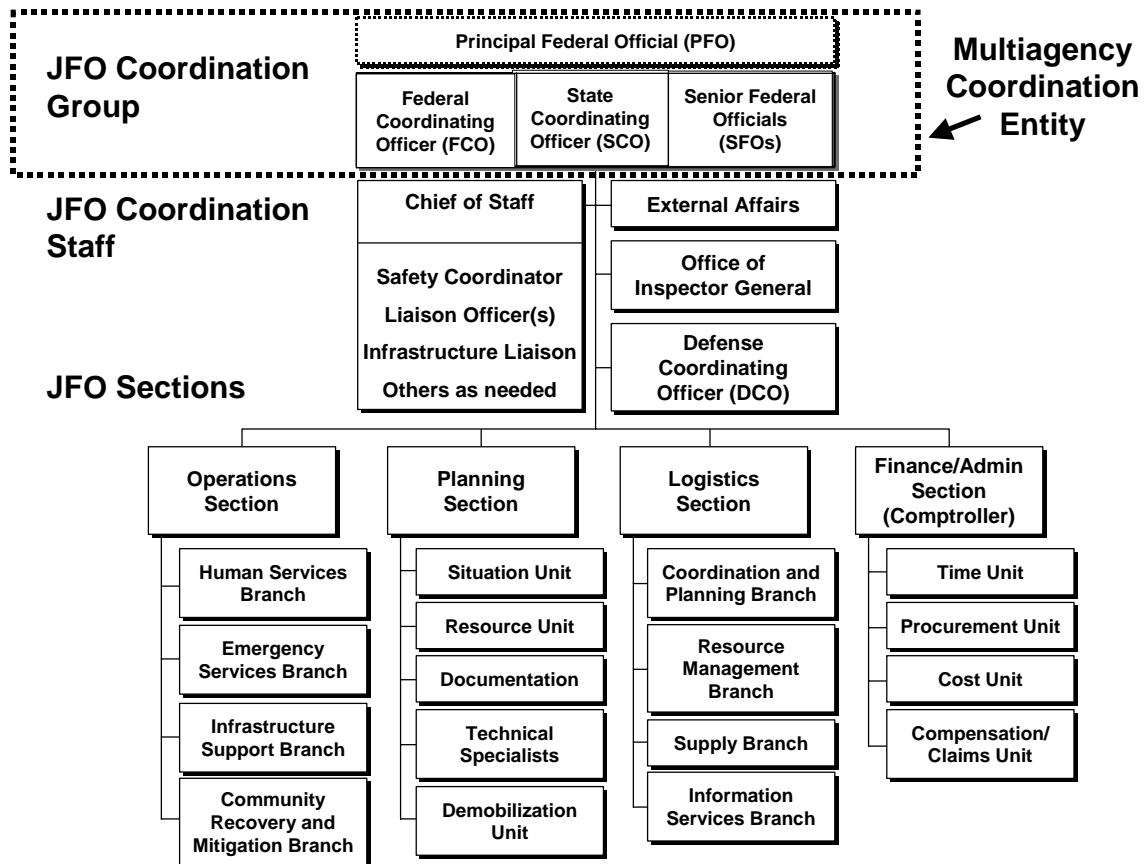**Visual Description:** JFO Model Organization

Key Points

Refer to the Joint Field Office (JFO) organizational chart on the visual. (See the larger version on the next page.) Note that this organizational structure includes the JFO Coordination Group (decisionmaking entity), JFO Coordination Staff (similar to officers within the Incident Command structure), and JFO Sections that mirror the Incident Command structure.

Note the following key points:

- The JFO utilizes the scalable organizational structure of the NIMS ICS. The JFO organization adapts to the magnitude and complexity of the situation at hand, and incorporates the NIMS principles regarding span of control and organizational structure.

- A key guiding principle of NIMS is that the organizational structure is scalable and flexible.

- Although the JFO uses an ICS structure, the JFO does not manage on-scene operations. Instead, the JFO focuses on providing support to on-scene efforts and conducting broader support operations that may extend beyond the incident site.

- Personnel from Federal departments and agencies, other jurisdictional entities, and private-sector and nongovernmental organizations provide staffing for the JFO, generally through their respective Emergency Support Functions (ESFs).

Source: National Response Plan

Topic   **Coordinating Structures**

JFO Model Organization

JFO Coordination Group

Principal Federal Official (PFO)

| Federal Coordinating Officer (FCO) | State Coordinating Officer (SCO) | Senior Federal Officials (SFOs) |

Multiagency Coordination Entity

JFO Coordination Staff

Chief of Staff

Safety Coordinator
Liaison Officer(s)
Infrastructure Liaison
Others as needed

External Affairs

Office of Inspector General

Defense Coordinating Officer (DCO)

JFO Sections

Operations Section	Planning Section	Logistics Section	Finance/Admin Section (Comptroller)
Human Services Branch	Situation Unit	Coordination and Planning Branch	Time Unit
Emergency Services Branch	Resource Unit	Resource Management Branch	Procurement Unit
Infrastructure Support Branch	Documentation	Supply Branch	Cost Unit
Community Recovery and Mitigation Branch	Technical Specialists	Information Services Branch	Compensation/ Claims Unit
	Demobilization Unit		

Caption: JFO organizational chart with the JFO Coordination Group (Principal Federal Official, Federal Coordinating Officer, State Coordinating Officer, and Senior Federal Officials), JFO Coordination Staff (Chief of Staff, Safety Coordinator, Liaison Officer(s), Infrastructure Liaison, External Affairs, Office of the Inspector General, and Defense Coordinating Officer), and the JFO Sections (Operations, Planning, Logistics, and Finance/Administration)

Topic   **Coordinating Structures**

Joint Information Center (JIC)

The JIC:

- **Is a physical location used to coordinate critical emergency information, crisis communications, and public affairs functions.**

- **May be established at each level of incident management, as required.**

- **Must include representatives of all stakeholders.**

Unit 5:
Multiagency Coordination   Visual 5.24

Visual Description: Joint Information Center (JIC)

Key Points

Note the following key points:

- The Joint Information Center (JIC) is a facility established to coordinate all incident-related public information activities. It is the central point of contact for all news media at the scene of the incident.

- Public information officials from all participating agencies should collocate at the JIC.

Why is the JIC a critical component within the multiagency coordination system?

| Topic | Coordinating Structures |

Visual Description: Joint Information System

Key Points

The Joint Information System (JIS):

- Integrates incident information and public affairs into a cohesive organization designed to provide consistent, coordinated, timely information during crisis or incident operations.

- Provides a structure and system for:
  - Developing and delivering coordinated interagency messages.
  - Developing, recommending, and executing public information plans and strategies on behalf of the Incident Commander.
  - Advising the Incident Commander concerning public affairs issues that could affect a response effort.
  - Controlling rumors and inaccurate information that could undermine public confidence in the emergency response effort.

The JIS is not a single physical location but rather is a coordination framework that incorporates the on-scene Public Information Officer (PIO) with other PIOs who may be located at the JIC, ECO, or other coordination center.

Source: National Incident Management System

| Topic | Coordinating Structures |

Your Multiagency Coordination Entity

What do you call your multiagency coordination entity?

What functions does it perform?

Unit 5:
Multiagency Coordination

Visual 5.26

Visual Description: What do you call your multiagency coordination entity? What functions does it perform?

Key Points

Answer the following questions:

What do you call your multiagency coordination entity?

What functions does it perform?

Expansion vs. Activation

Multiagency coordination centers/entities may be established through:

- **Expanding** an existing function that includes full-time staff and pre-emergency administrative systems and controls.

- **Activating** a structure based on interagency mutual-aid agreement at the time of an emergency.

> The membership, size, and organizational structure of a coordination center or entity is determined by its mission.

Unit 5:
Multiagency Coordination

Visual 5.27

Visual Description: Expansion vs. Activation

Key Points

Multiagency coordination centers/entities may be established through:

- **Expanding** an existing function that includes full-time staff and pre-emergency administrative systems and controls.

- **Activating** a structure based on interagency mutual-aid agreement at the time of an emergency.

Topic | **Activation**

Activating Coordination Centers & Entities

- **When an emergency situation:**
  - **Threatens,**
  - **Significantly impacts the agency, or**
  - **Involves other agencies.**
- **When pre-established threat levels are reached.**

Unit 5:
Multiagency Coordination

Visual 5.28

Visual Description: Activating Coordination Centers & Entities

Key Points

Coordination centers and entities may be activated:

- When an emergency situation threatens, significantly impacts, or involves multiple agencies and/or political subdivisions.

- When pre-established threat levels are reached.

| Topic | Activation |

Activating Coordination Centers & Entities

- **With pre-established guidelines (recommended)**
    - **Joint powers agreements or memorandums of understanding**
    - **Jurisdictional response plans (including the National Response Plan)**
- **Without pre-established guidelines**
    - **When resource requests exceed availability**
    - **When there is an obvious interagency need to coordinate that is not being met**

Unit 5:
Multiagency Coordination

Visual 5.29

Visual Description: Activating Coordination Centers & Entities

Key Points

Note the following key points:

- **Activating with pre-established guidelines.** (Recommended Method)

    - Pre-established guidelines for activation are recommended for areas that experience frequent or periodic incident such as floods and fires. These guidelines may be specified in Joint Powers Agreements (JPAs), Memorandums of Understanding (MOUs), etc., among the relevant jurisdictions. Based on these agreements, the multiagency coordination entity/center would be activated once a situation reaches a predetermined level of intensity.

    - One advantage to using pre-established guidelines is that they allow for phased activations, thus not always requiring a full complement of staff and resources. More importantly, it allows relationships and a structure to be worked out ahead of time.

- **Activating without pre-established guidelines.**

    - If there are no pre-established guidelines for activation, an agency or jurisdictional official should activate a multiagency coordination center/entity when requests exceed, or will soon exceed, available critical resources, and/or there is an obvious interagency need to coordinate policies and procedures.

    - The disadvantage of this approach is that it almost always takes place "after the fact" and requires extraordinary effort to catch up. It also requires that at least one of the agency officials take the lead in activating a MAC entity.

Topic   **Preparedness**

Use of Agreements

Developed:

- **Before an incident occurs**
- **Among all parties providing or requesting resources**

Ensures:

- **Standardization**
- **Interoperability**

INTERGOVERNMENTAL AGREEMENT
Between
Department of Public Safety   and

County
Ohio Emergency Management Agency

2855 West Dublin-Granville Road
Columbus, OH 43235-2206

Contact Person:
Contact Person: Chaz Keeley

Ph: 614) 799-3655   E-mail:

E-mail: crkeeley@dps.state.oh.us
Maximum Amount: Not to Exceed _____
Start Date: _____ 2004 End
Date: _____, 2004. No extensions
of time will be granted without written approval of the
county executive.

Unit 5:
Multiagency Coordination   Visual 5.30

Visual Description: Use of Agreements

Key Points

Note the following key points:

- Multiagency coordination centers/entities may operate under a number of emergency or disaster authorities. Developing agreements before an incident with all parties can help ensure standardization and interoperability.

- Examples of agreements include the intergovernmental agreement establishing the functions of the multiagency entity decisionmaking group, as well as the authorities of the participating organizations.

- The activation of a multiagency entity may require the proclamation of a local or State emergency. Under local law, this usually activates additional legal authority (possibly including the authority to participate in the multiagency entity). Under State and Federal law, an emergency proclamation or declaration may open the possibility of additional resource allocations, cost sharing, and both emergency and long-term disaster relief measures.

Topic	Preparedness

Multiagency Coordination & Preparedness

Can you answer the following questions:

- **Do you know how coordination and information exchange is accomplished within the components of your multiagency coordination system?**

- **Do you know the names of key players and contact information?**

- **When is the last time you exercised your coordination system?**

Unit 5:
Multiagency Coordination

Visual 5.31

Visual Description: Multiagency Coordination & Preparedness

Key Points

Answer the following questions:

Do you know how coordination and information exchange is accomplished within the components of your multiagency coordination system?

Do you know the names of key players and contact information?

When is the last time you exercised your coordination system?

| Topic | Activity: Multiagency Coordination |

Activity: Multiagency Coordination

Scenario: It is 10:00 a.m. on the day after Thanksgiving in Greene County, Columbia. A 911 dispatcher receives a call reporting that several people have collapsed with convulsions in the food court area of the local mall. The cause is unknown, but witnesses report a hissing sound followed by a faint almond or nutmeg odor.

As emergency responders enter the mall, an explosion at an entryway injures many of them. There are more than 150 injured persons and an unknown number of casualties. Major media outlets are reporting the presence of a suspicious package at a mall in neighboring Blue County.

Unit 5:
Multiagency Coordination

Visual 5.32

Visual Description: Activity Multiagency Coordination

Key Points

Review the following scenario:

It is 10:00 a.m. on the day after Thanksgiving in Greene County, Columbia. A 911 dispatcher receives a call reporting that several people have collapsed with convulsions in the food court area of the local mall. The cause is unknown, but witnesses report a hissing sound followed by a faint almond or nutmeg odor.

As emergency responders enter the mall, an explosion at an entryway injures many of them. There are more than 150 injured persons and an unknown number of casualties. Major media outlets are reporting the presence of a suspicious package at a mall in neighboring Blue County.

Topic   **Activity: Multiagency Coordination**

Activity: Multiagency Coordination

Instructions:

- As officials of the State of Columbia, your team is coordinating the activation of the multiagency coordination system. Answer the following questions:
  - What are the top three to five <u>interagency</u> priorities?
  - Which agencies and/or jurisdictions will be part of the multiagency coordination center(s) and entity(ies)?
  - What are the responsibilities of the multiagency coordination center(s) and the multiagency entity(ies)?
  - What are the resource management priorities?
  - What are the challenges for communications and information systems?
  - How will the Joint Information Center ensure coordination and accuracy of messages?
- Select a spokesperson and be prepared to present your work in 60 minutes.

Unit 5:   Visual 5.33
Multiagency Coordination

Visual Description: Activity Multiagency Coordination

Key Points

1. As officials of the State of Columbia, your team is coordinating the activation of the multiagency coordination system. Answer the following questions:
    - What are the top three to five <u>interagency</u> priorities?
    - Which agencies and/or jurisdictions will be part of the multiagency coordination center(s) and entity(ies)?
    - What are the responsibilities of the multiagency coordination center(s) and the multiagency entity(ies)?
    - What are the resource management priorities?
    - What are the challenges for communications and information systems?
    - How will the Joint Information Center ensure coordination and accuracy of messages?

2. Select a spokesperson and be prepared to present your work in 60 minutes.

| Topic | Summary |

Summary (1 of 2)

Are you now able to:

- Describe the kinds of incident/event management problems that can occur due to a lack of multiagency coordination?
- Define essential terms related to multiagency coordination?
- Identify the major guidelines for establishing and using multiagency coordination groups and systems?
- Provide examples of the different levels at which multiagency coordination is commonly accomplished?
- Identify the primary components of a multiagency coordination system?

Unit 5:
Multiagency Coordination

Visual 5.34

Visual Description: Summary

Key Points

Are you now able to:

- Describe the kinds of incident/event management problems that can occur due to a lack of multiagency coordination?
- Define essential terms related to multiagency coordination?
- Identify the major guidelines for establishing and using multiagency coordination groups and systems?
- Provide examples of the different levels at which multiagency coordination is commonly accomplished?
- Identify the primary components of a multiagency coordination system?

| Topic | Summary |

Summary (2 of 2)

Are you now able to:

- Describe examples of entities that may provide multiagency coordination?
- List the responsibilities of multiagency coordination entities?
- Identify principal positions within a multiagency coordination system?
- Identify differences between Area Command, Unified Command, and multiagency coordination entities?

Unit 5:
Multiagency Coordination

Visual 5.35

Visual Description: Summary

Key Points

Are you now able to:

- Describe examples of entities that may provide multiagency coordination?
- List the responsibilities of multiagency coordination entities?
- Identify principal positions within a multiagency coordination system?
- Identify differences between Area Command, Unified Command, and multiagency coordination entities?

The next unit includes the course summary and final exam.

Your Notes

Unit 6: Course Summary

Topic	Unit Introduction

Unit 6:

Course Summary

> **Advanced ICS for Command and**
> **General Staff and Complex Incidents**

FEMA   USDA

Visual Description: Course Summary

Key Points

The purpose of this unit is to review the course contents and ensure that everyone has mastered the key learning points.

| Topic | Course Goals Review |

Review ICS-400 Course Goals

Are you now able to:

- **Explain how major incidents engender special management challenges?**
- **Describe the circumstances in which an Area Command is established?**
- **Describe the circumstances in which multiagency coordination systems are established?**

Unit 6:
Course Summary

Visual 6.2

Visual Description: Course Goals

Key Points

Are you now able to:

- Explain how major incidents engender special management challenges?
- Describe the circumstances in which an Area Command is established?
- Describe the circumstances in which multiagency coordination systems are established?

| Topic | Exam Preparation and Instructions |

Taking the Exam

Instructions:

1. Take a few moments to review your Student Manuals and identify any questions.
2. Make sure that you get all of your questions answered prior to beginning the final test.
3. When taking the test . . .
   - Read each item carefully.
   - Circle your answer on the test.

→ You may refer to your Student Manuals when completing this test.

Unit 6:
Course Summary

Visual 6.3

Visual Description: Taking the Exam

Key Points

Instructions:

1. Take a few moments to review your Student Manuals and identify any questions.
2. Make sure that you get all of your questions answered prior to beginning the final test.
3. When taking the test . . .
   - Read each item carefully.
   - Circle or write your answer on the test.
   - Check your work and give the test to your instructor.

Note: You may refer to your Student Manual when completing this test.

Topic   **Feedback and Closeout**

Feedback

Please complete the course evaluation form.

Your comments are important!

Unit 6:
Course Summary   Visual 6.4

Visual Description: Feedback

Key Points

Thank you for completing the course evaluation form. Your comments are important and will be used to evaluate the effectiveness of this course and make changes for future versions.